

FY2024-25

Performance Plan



COLORADO

**Governor's Office of
Information Technology**

Serving People. Serving Colorado.

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Message from the State CIO & Executive Director


It is my pleasure to present the Governor's Office of Information Technology (OIT) FY25 Performance Plan.

Our tagline, "Serving People. Serving Colorado." has profound meaning for the people of OIT. We provide the backbone that enables 28,000 state employees working across 18 state agencies the technology solutions used by people who live, work, and play in Colorado. It is our job to ensure technology works and to keep state systems and the data they hold secure. Our diverse and talented teams tackle this challenge with pride, knowing that their work makes a meaningful difference.

We can't do this alone. We strive to understand our customers' business needs and partner with them to implement technology solutions that improve government operations. That is why, this year, we have added a fifth Wildly Important Goal: Strengthen Agency Partnership & Satisfaction. We will continue our work to bring broadband to the unserved and underserved areas of our great state, reduce technology debt, and "make government easy" by bringing reliable, consistent, and accessible digital government services to Coloradans.

We have many exciting opportunities ahead, and I am proud to share our accomplishments from the past fiscal year and our strategies to achieve our ambitious goals for fiscal year 2024-25.

Sincerely,

A handwritten signature in blue ink that reads "David Edinger". The signature is fluid and cursive, with the first name "David" and last name "Edinger" clearly legible.

David Edinger

Chief Information Officer & Executive Director

Who We Are

Our History

The Office of Innovation and Technology was created in 1999 to serve as an advisory organization. At that time, executive branch agencies independently managed their own IT services and support, resulting in disparate infrastructures, inconsistent hardware and software standards, duplicative services, increased security risks, failing projects, and the inability to leverage statewide procurement opportunities. The overwhelmingly bipartisan passage of Senate Bill 08-155 (“the consolidation bill”) shifted how IT services would be delivered to Colorado’s executive branch agencies.

In July 2008, IT functions, systems, and assets were consolidated into a single entity - the Governor’s Office of Information Technology (OIT). In many ways, the consolidation was much like a merger of 17 diverse companies, bringing significant challenges and an extraordinary opportunity to plan, enable and implement lasting change for the State of Colorado. This historic move challenged the status quo and created an enterprise IT organization that delivers technology solutions and services more effectively. Over the years, as technology and customer needs changed, it was clear OIT’s statutory authority needed refreshing. The passage of HB21-1236 removed the operational provisions that dictated how our work should be done to ensure that we are not limited to old ways of doing business, more clearly articulated OIT’s role as the shared technology provider for the state and provided clarity about agencies’ roles as the business owner of technology.

OIT by the Numbers

- More than 1,000 employees
- Serve more than 28,000 state employees in 1,300 locations across Colorado
- Support more than 1,300 applications
- Manage approximately 300 IT strategic demands and projects in-flight at any given time
- Resolve 133,000 Service Desk tickets annually

- Provide self-help support for 48,000 password resets annually
- Support 69,000 self-service and 8,000 chatbot resolutions annually

FY 2024 -25 FTE Long Bill Structure

This information is based on the FTE appropriated in the Long Bill. It excludes any additional FTE funded by Interagency Agreements or other sources.

- Central Administration - 127.5 FTE
- Enterprise Solutions - 565.2 FTE
- Information Security - 77.0 FTE
- Customer Service and Support - 307.0 FTE
- Total FTE - 1,076.7

Mission - To provide secure digital services that put Coloradans first.

Vision - To make government easy.

Core Values - Integrity, Teamwork, Innovation, Service

Our Core Values guide us in how we interact with one another and our customers. We encourage everyone to incorporate the OIT values into their work.

Core Values

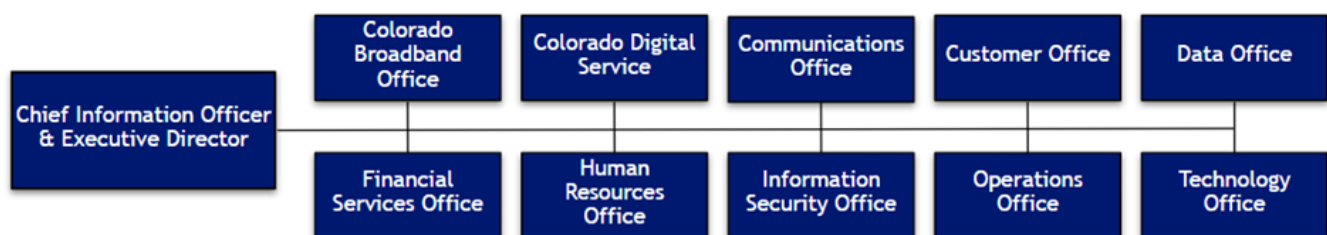
  **COLORADO**
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Serving people serving Colorado

INTEGRITY	We inspire trust by communicating with openness, honesty and authenticity.
TEAMWORK	We achieve more together by collaborating in a flexible and inclusive way.
INNOVATION	We challenge the status quo to identify new and better ways of doing things.
SERVICE	We build collaborative and consultative partnerships to deliver optimal results.

Organizational Structure and Teams

At OIT, we support customers who are dispersed in multiple locations throughout Colorado. Most OIT teams work remote from anywhere in Colorado and work normal business hours, after hours, weekends and holidays in support of our customers. Our organization is made up of the:

- Colorado Broadband Office
- Colorado Digital Service
- Communications Office
- Customer Office
- Data Office
- Financial Services Office
- Human Resources Office
- Information Security Office
- Operations Office
 - Enterprise Project Management Office
 - Service Management Office
 - Strategy, Performance & Administration Office
- Technology Office



Colorado Broadband Office

The Colorado Broadband Office leads a statewide effort to expand broadband coverage and quality for all Coloradans. Access to affordable and reliable broadband service is critical to

advancing Colorado's economic growth and competitiveness. High-speed broadband can create new jobs and attract new industries, expand markets for new and existing businesses, enable better access to educational opportunities and resources, facilitate the delivery of healthcare services, and support public safety. Broader deployment of broadband infrastructure and services will improve the quality of life for Coloradans and support the state's global economic competitiveness.

Colorado Digital Service

Formed in 2019, Colorado Digital Service (CDS) is a diverse, cross-functional team of senior engineers, human-centered design specialists, product managers, and procurement and contracting specialists within OIT. CDS' mission is to help mature state agencies' approaches to delivering high-quality products and services to all of Colorado by focusing on people, process, and technology.

We practice modern software delivery practices, including human-centered design, agile iterative development, DevSecOps, and modular active procurement and contract management. We believe these methods allow the state to deliver better products and services to the people of Colorado.

Communications Office

The Communications Office is a collaborative and energetic group that provides a full range of internal and external marketing communications (marcom) strategies to tell OIT's story and support our people, programs, projects, products and services. Uniquely experienced in customer and employee communication, marcom, branding, creative services, and media relations, this dynamic team plans and executes marcom initiatives to educate and engage a diverse stakeholder group to elevate transparency, trust and satisfaction.

Customer Office

The Customer Office is where OIT technology services and agencies' business needs meet. We are the front door, with IT Directors delivering business relationship management as our customers' strategic partners. We also collaborate closely with the Service Management Office (SMO) throughout the entire service lifecycle, from working to develop a detailed Service Catalog to real-time billing. The Customer Office includes three primary functional groups: Customer Delivery and Engagement, Customer Care, and Product Management and Customer Support for [myColorado™](#).

Data Office

The Data Office is dedicated to harnessing the power of data to improve the lives of Coloradans. Our mission is to promote data-driven decision-making across state agencies by providing strategic leadership, advanced analytics and data management services. We work to ensure that data is accessible, secure and used ethically to drive innovation and efficiency in public services. We support and drive statewide data strategy, including Artificial Intelligence (AI) and legislative directives.

Financial Services Office

The Financial Services Office is focused on strategic support, timely processing and financial reporting for agency customers. In addition to managing the acquisition of goods and vendor services for OIT, Financial Services is statutorily responsible for purchasing, contracting and managing vendor performance and contract compliance with information technology for Colorado's executive branch agencies.

Human Resources Office

Together with coworkers at all levels, the Human Resources Office (HR) works to foster a culture that inspires employees and prioritizes development and learning for all. Working across OIT's statewide workforce, we facilitate Equity, Diversity & Inclusion (EDI) efforts to

ensure all employees have a voice and are heard. We partner with leaders on organizational design and programs to meet business needs while creating the best employee experience that attracts, develops, and retains people who advance our mission and values. By building engagement through teamwork and prioritizing work-life balance, HR helps OIT employees take pride in delivering critical services to all Coloradans.

Information Security Office

Created by statute, the Information Security Office (ISO) protects, defends and deflects the State of Colorado from cybersecurity risks. To ensure a secure Colorado, this team is responsible for quickly identifying and responding to cyber threats to reduce the risk and impact to state systems and data. Additionally, the team develops statewide information security policies, directs security audits and assessments in state agencies, and provides information awareness and training programs to help state employees understand their role in securing State assets.

Operations Office

Created in 2024, the Operations Office includes the Enterprise Project Management Office, Service Management Office and the Strategy, Performance and Administration Office.

Enterprise Project Management Office (EMPO)

The Enterprise Project Management Office operates strategically in collaboration with the Executive Staff as a centralized office to provide organization-wide guidance, governance, standardized processes, portfolio, program and project management best practices, tools and techniques.

Service Management Office (SMO)

As the "front office" of OIT, the Service Management Office designs, packages and manages the lifecycle of our services. We develop and manage the processes of how we deliver

services, with a focus on making it easy to do business with OIT, and are responsible for forecasting demand and ensuring the services we offer are financially sustainable.

Strategy, Performance & Administration Office

The Strategy, Performance & Administration Office helps support and improve OIT to exceed customer and employee expectations. Through strong collaboration with the Executive Staff, OIT teams and employees, and our partners and stakeholders, we coordinate agency-wide strategic planning, process improvement and performance management, lead legislative efforts, provide office management and administrative support to OIT Executive Staff, and run the Technology Accessibility Program (TAP).

Technology Office

The Technology Office ensures a strong infrastructure, which includes our data centers, cloud services and operations, state network, database services, and more. Nearly 120 deskside support services personnel support our agency customers to provision devices and troubleshoot and resolve problems. The Technology Office helps design, build and support the applications our agency customers rely on to serve the public or their employees. The enterprise architecture team is tasked with defining statewide technology standards. Our platform services team supports our enterprise offerings such as Google Workspace, Salesforce and identity management. This team is also responsible for provisioning and managing identity accounts and groups throughout the agencies to ensure that only authorized users have access to state systems.

Who We Serve

OIT is the enterprise provider of information technology and communications services for nearly all executive branch agencies. As a result, OIT indirectly serves all Coloradans through our support of executive branch agencies. OIT also directly serves Coloradans through services such as the Broadband Office and myColorado.

Agency Customers

- CDA - Colorado Department of Agriculture
- CDEC - Colorado Department of Early Childhood
- CDHS - Colorado Department of Human Services, which includes the Behavioral Health Administration (BHA)
- CDLE - Colorado Department of Labor and Employment
- CDOT - Colorado Department of Transportation
- CDPHE - Colorado Department of Public Health & Environment
- CDPS - Colorado Department of Public Safety
- DMVA - Department of Military and Veterans Affairs
- DNR - Department of Natural Resources
- DOC - Department of Corrections
- DOLA - Department of Local Affairs
- DOR - Department of Revenue
- DORA - Department of Regulatory Agencies
- DPA - Department of Personnel & Administration
- GOV - All Offices of the Governor, which include the Colorado Energy Office (CEO), Office of State Planning & Budgeting (OSBP), Office of Economic Development & International Trade (OEDIT), and Office of Information Technology (OIT)
- HC - History Colorado
- HCPF - Health Care Policy and Financing

Statewide Security Customers

In addition to the breadth of security services provided to our agency customers, the Information Security Office, through the Chief Information Security Officer, publishes policies and standards that apply to all Colorado agencies in the executive and judicial branches (except Institutions of Higher Education and the Colorado General Assembly, which

are excluded by statute). These policies and standards also apply to third-party IT service providers and all local governments who have contracted with the state to access state data.

Broadband Customers

The Colorado Broadband Office serves a wide variety of customers, including individuals, K-12 distance learners, libraries, state parks, healthcare facilities, prisons, tribes and rural communities. CBO helps to assess needs and gaps, and provide resources and coordination to meet those needs.

County Customers

OIT provides various services to county employees in all 64 of Colorado's counties, including identity provisioning for state systems, technical support for the Colorado Benefits Management System (CBMS) and Colorado PEAK®, Child Care Automated Tracking System (CHATS), the Trails child welfare system, and assistance with computer refreshes.

Strategic Planning Methodology

The *4 Disciplines of Execution*¹ (4DX) is the framework used across the executive branch to provide a common language and consistent method for developing and measuring strategy execution. OIT has been using this methodology, which employs four concepts to align and progress an organization toward common goals, since 2014. These four disciplines, which specifically target the routine and behavioral change necessary to drive organizational improvement, are: (1) Focus on the Wildly Important; (2) Act on the Lead Measures; (3) Keep a Compelling Scoreboard; and (4) Create a Cadence of Accountability.

OIT's strategic planning process includes gathering input from various sources to help inform our Wildly Important Goals (WIGs). The Enterprise Project Management Office provides input on the WIGs and ensures alignment to OIT's project portfolio. OIT's Executive Staff reviews

¹ Chris McChesney, Sean Covey, and Jim Huling. 2012. *The 4 disciplines of execution: achieving your wildly important goals*.

the information to identify themes and areas needing the most attention. Subject matter experts and WIG leaders craft the details of the plan, including a problem statement, legislative or budget needs, strategies, activities and lead measures. The WIGs are reviewed and approved by Executive Staff and sent to the Governor's Office for approval. The finalized WIGs inform the basis of our annual Performance Plan (Strategic Plan). The WIGs are communicated and discussed with OIT teams and leaders to ensure they are incorporated into each Office's strategic plans, employee goals, and legislative and budget requests.

Continuous Improvement

OIT's continuous improvement program centers on encouraging a culture of operational excellence and creating efficiencies through bold ideas in order to meet our WIGs and ultimately the Governor's goals, in addition to improving processes used across the agency.

Many of OIT's improvements have been through our [IT Transformation \(ITT\) Program](#). By thinking differently about how we work and serve, we have made significant progress in transforming statewide IT operations and service delivery. IT Transformation extends beyond technology alone—it empowers state agencies to drive IT decisions based on their individual business needs. This involves moving toward a more effective IT model that aligns and standardizes OIT's service offerings and processes, fosters greater collaboration to understand business needs and identify optimal solutions, and empowers agencies to drive their strategies through high-impact technology with the support and partnership of OIT.

Highlights of the ITT Program can be found on the [Reimagine IT website](#). The [Reimagine IT dashboard](#) and [IT Transformation Annual Report \(September 2022 - August 2023\)](#) highlight the completed and active projects.

Additionally, in FY24, we implemented our **IT Service Management tool suite** (known as ServiceHub) and added new modules that help us deliver, support, and manage IT services in a way not previously possible. Modules implemented within ServiceHub include:

- The **ServiceHub self-service portal**, which enables customers to submit tickets when they need help or to purchase IT services. The portal includes a Knowledge Management module that allows customers to find information to solve common IT problems, learn how to use their IT hardware and software, ask questions and more.
- The **Configuration Management Database (CMDB)**, a data warehouse for components, which leads to cost management and meeting audit and compliance controls.
- **Demand and resource management**, which helps create a more accurate view of the demand for IT services and top customer needs as well as the information necessary to generate Real-time Billing invoices.
- **IT Asset Management** to provide a single modern solution for OIT and agencies to track hardware on the state network. As a result of this collaborative project, nearly 68,000 hardware assets are being tracked, and with automated data collection, manual processes are being reduced, making it easier for agencies to see the physical and software assets currently in use.

FY 2025 through FY 2027 Wildly Important Goals (WIGs)

Governor Polis has outlined a vision to build increased agency IT accountability and ownership, collaborative IT governance and oversight, and a more nimble and process-oriented IT organization. This work will span multiple fiscal years and our FY25 - FY27 WIGs help to further that vision.

WILDLY IMPORTANT GOALS

WIG 1



Improve
Technology
Resilience
& Reliability

WIG 2



Strengthen
Agency
Partnership
& Satisfaction

WIG 3



Expand
Broadband
Internet
Access

WIG 4



Build
State
Digital Service
Capacity

WIG 5



Improve
Technology
Accessibility

WIG	Measure	Baseline	FY25 Goal (1-Year)	FY27 Goal (3-Year)
Improve Technology Resilience and Reliability	Technology lifecycle maturity score	2.8 (out of 7)	3 (out of 7)	5 (out of 7)
Strengthen Agency Partnership and Satisfaction	% of agency directors satisfied with OIT services	31%	42%	67%
Expand Broadband Internet Access	% of Coloradans with broadband internet access	93.3%	94.8%	99%
Build State Digital Service Capacity	% of constituents satisfied with State digital services	74%	77%	—

Improve Technology Accessibility	% of IT Accessibility Adoption Plans implemented across agencies	85%	90%	100% (by FY26)
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WIG #1: Improve Technology Resilience and Reliability

WIG #1: Improve the state’s technology lifecycle maturity (based on the National Institute of Standards and Technology NCSR* Framework) from a score of 2.8 to 5 (out of 7) by June 30, 2027.

Why it matters

As the State’s central technology provider, OIT needs to provide transparent, well-configured, secure and effective products and services that meet customer needs. To do this, it is vital to address our aging tech infrastructure and vulnerable systems that currently increase security threats and reduce the reliability of our technology systems. OIT measures the state’s technology lifecycle maturity using the [National Cybersecurity Review \(NCSR\)](#), a NIST framework that provides a holistic, annual assessment of key areas. Our average score is currently 2.8 out of 7 (indicating work in the key areas is only informally done). Focused efforts of this WIG will improve the maturity score and help ensure we are increasing the resilience and reliability of our technology and systems to reduce technical debt, address aging tech infrastructure, and secure vulnerable systems to ultimately better serve agency partners and the people of Colorado.

*The National Cybersecurity Review Framework is a seven-point scale used to assess the overall technological maturity of a government entity. A score of roughly 3 on the scale corresponds to typically informal execution of a given critical resilience and cybersecurity process or practice. A score of five corresponds to in-progress implementation of more automated resiliency. This baseline and target score represents a weighted average across the State.

Strategies and activities to achieve WIG #1

Strategy 1.1: Improve OIT's enterprise architecture

Activities:

- Define what constitutes an enterprise and identify specific enterprises and their associated architecture (business, data, security and technology) by Dec. 31, 2024.
- Understand the current architecture roles and how they support work at OIT by June 30, 2025.
- Determine how the current architecture roles support enterprises and how they may support future enterprises by June 30, 2026.
- Implement an enterprise level architecture process by June 30, 2027.

Strategy 1.2: Strengthen technology infrastructure to increase resilience and reliability

Activities:

- Initiate work to develop a plan to migrate the State email and websites from @state.co.us domain to the .gov domain by Oct. 31, 2024.
- Initiate a project to determine what is needed to mature and secure email and email configurations by Dec. 31, 2024.
- Initiate a project to determine what is needed to create a comprehensive enterprise plan regarding how to deploy mobile device management and application control by Oct. 31, 2024.
- Complete the enterprise assessment to determine what is needed to support and improve Active Directory by Oct. 31, 2024.
- Complete the enterprise assessment to determine what is needed to implement an integrated identity management strategy by Jan. 31, 2025.
- Complete all active projects related to network and firewall controls and configurations by June 30, 2025.

Strategy 1.3: Remediate Eide Bailly audit findings

Activities:

- Complete the governance and oversight project to address the audit findings by Dec. 31, 2024.
- Complete the contingency planning project to address the audit findings by Dec. 31, 2024.
- Complete the physical access controls project to address the audit findings by Dec. 31, 2024.
- Complete the identification and authentication project to address the audit findings by June 30, 2025.
- Complete the vulnerability and patch management project to address the audit findings by June 30, 2025.
- Complete the logging and monitoring project to address the audit findings by June 30, 2025.

Strategy 1.4: Improve resilience and security

Activities:

- Update and implement all Colorado Information Security Policies by Oct. 31, 2024.
- Incorporate the Vendor Management team into OIT's Major Incident Management process by Dec. 31, 2024.
- Create the Risk Management Program and Operating Plan in order to adequately identify, track, manage, and communicate risk and audit-related outcomes by June 30, 2025.
- Using incident response guidance, procurement will review and update the standard contract language by June 30, 2025.

Strategy 1.5: Implement Technology Lifecycle Management to reduce tech debt

Activities:

- Use OIT rulemaking to define Technology Lifecycle Management, roles and requirements, and associated requirements and terms by May 31, 2025.
- In partnership with the agencies, create a comprehensive IT asset inventory (including hardware and software assets, Application Portfolio Management, and Business Applications) by June 30, 2025.
- Establish procurement paths and assign purchase and operating costs for every class of IT asset by June 30, 2025.
- Develop a statewide IT capital and operating plan for all existing IT asset classes by August 31, 2025.

Lead measures for WIG 1

- **Reduce OSA active audit findings:** Decrease the number of Eide Bailly Office of the State Auditor (OSA) active audit findings from 60 to 0 by June 30, 2025.
- **Updating out-of-date servers:** Decrease the number of servers that are out of date (2012 or older) from 331 to 280 by June 30, 2025.
- **Asset refresh plan:** Increase the percent of OIT controlled, known assets that have a refresh plan in place from 0% to 15% by June 30, 2025.
- **Number of data centers:** Reduce the number of data centers from 24 to 21 (a 12% decrease) by June 30, 2025 in order to reduce exposure risk, improve efficiency and consolidate separate locations.

WIG #2: Strengthen Agency Partnership and Satisfaction

WIG #2: Improve service delivery and strengthen partnerships in order to increase agency directors' overall satisfaction with OIT services from 31% to 67% by June 30, 2027.

Why it matters

State governments increasingly depend on technology to deliver high-quality services to their constituents, and Colorado is no different. As the enterprise technology provider for

nearly all executive branch agencies, OIT is at the heart of those services. State agencies are held accountable by state leaders, voters and legislators to deliver services to their customers, therefore, it is imperative OIT has strong partnerships with agencies and provides effective, efficient and high-quality services that support them. The current customer satisfaction survey shows a downward trend in overall satisfaction, with the lowest scores coming from the agency directors and IT decision-makers. This key group has more touchpoints with OIT, and their need for more complex IT solutions requires laser-focused efforts to improve our partnerships and service delivery to ensure we meet our customer needs.

Strategies and activities to achieve WIG #2

Strategy 2.1: Understand agency business - Engage Differently.

Activities:

- Formalize quarterly business reviews (QBRs) with agencies starting informally with top three priorities and top three problems; evolve into a more formalized structure and review by June 30, 2025.
- Pilot and roll out user journey maps by agency (business structure, mission, application mapping, user experience maps of agency services) by June 30, 2025.

Strategy 2.2: Improve service delivery.

Activities:

- The Customer Office and Service Management Office will formulate, document, and implement the customer engagement model to understand agency customer business IT needs and ensure that the ways to request services to meet those needs is efficient and well-defined by June 30, 2025.
- The Service Management Office will design all Agency Catalogs by June 30, 2025.
- The Service Management Office will implement Agency Catalogs by June 30, 2026.

- The Service Management Office will create Service Level Agreements (SLAs) for all requestable services by June 30, 2027.

Strategy 2.3: Improve project delivery.

Activities:

- The Enterprise Project Management Office (EPMO) will complete a process improvement project to identify and address pain points and issues in order to improve project outcomes by June 30, 2025.

Lead measures for WIG 2

- **Customer Incident ticket status:** Increase the percent of incident tickets that have been updated within the last 5 business days from 59% to 80% by June 30, 2025.
- **Increase planned change success rate:** Increase the success rate of planned (scheduled and approved by the Change Advisory Board) system hardware and software changes from 90% to 95% by June 30, 2025.
- **Project initiation time (Gate 1):** Decrease the average time to initiate a project (the first stage in the project management lifecycle) and from 125 days to 28 days by June 30, 2025.
- **Project planning time (Gate 2):** Decrease the time to complete the planning phase (the second phase in the project management lifecycle) from 175 days to 15 days by June 30, 2025.

WIG #3: Expand Broadband Internet Access

WIG #3: Increase the percentage of Colorado households with access to reliable broadband internet (minimum 100/20 Mbps) from 93.3% to 99% by December 31, 2027.

Why it matters

Fast, reliable and affordable broadband service is critical for participation in our modern economy. Equitable online access enables more opportunities for work, education and

connection to jobs and people; breaking down barriers for many low-income and marginalized people in rural communities is required if we are to achieve a Colorado for all. The Colorado Broadband Office has created a statewide plan that details broadband needs for the state. Colorado has received more than \$1 billion from state and federal funding sources, including from the American Rescue Plan Act (ARPA) and Infrastructure Investment and Jobs Act (IIJA). We are leveraging this critical investment to ensure all Coloradans have access to robust and scalable broadband infrastructure.

Strategies and activities to achieve WIG #3

Strategy 3.1: Prioritize fiber deployment and target funding in areas where a negative business case for investment for the unserved and underserved exists. Consider greenfield deployment to reduce the costs of investment and increase competition.

Activities:

- Define project areas for Broadband Equity Access Deployment (BEAD) by August 31, 2024.
- Open the BEAD application portal by September 30, 2024.
- Award funding to BEAD grantees by May 31, 2025.

Strategy 3.2: Grow workforce development programs to prepare and support industry to address labor shortages that are barriers to deployment.

Activities:

- Implement the workforce plan developed by OIT and CDLE in order to increase deployment-related roles in Colorado, especially in outdoor and labor-intensive roles (e.g., apprenticeship, technical/vocational training, school partnerships) by Dec. 31, 2025.

Strategy 3.3: Link the operations of infrastructure and public, private and community broadband networks to encourage collaboration and ensure resiliency.

Activities:

- Continue to conduct annual assessments on the state of broadband, risks, and updates on strategies that include communications, industry capabilities and recovery initiatives by June 30, 2025.
- Continue to conduct one CBO-led listening tour annually to solicit feedback from communities and industry stakeholders by June 30, 2025.

Strategy 3.4: Leverage open access deployment and ensure that connectivity to network infrastructure is available during emergencies.

Activities:

- Identify broadband strategies that support the capabilities to assist first responders, community networks and volunteer engagement by Dec. 31, 2025.

Lead measures for WIG 3

- **Rural households served:** Increase broadband access (minimum 100/20 Mbps) for rural households from 64.7% to 70% served by June 30, 2025.
- **Broadband Equity Access and Deployment (BEAD) investment:** Invest \$206M into last mile infrastructure through Broadband Equity Access and Deployment (BEAD) funding by June 30, 2025.
- **Stakeholder engagement:** Conduct at least 10 community and industry stakeholder engagements per month by June 30, 2025.

WIG #4: Build State Digital Service Capacity

WIG #4: Increase the percent of Coloradans who report in surveys that they are "satisfied" with state digital services from an average of 74% to 77% by June 30, 2025.

Why it matters

Coloradans provided feedback as part of a nationwide survey to understand what residents need most from their government. We learned our constituents expect all state services to

be modern, innovative, accessible, responsive and fully digital. Based on this valuable feedback, Gov. Polis partnered with the Office of Information Technology (OIT) in September 2022 to announce the multiyear [Colorado Digital Government Strategic Plan](#) that has served as a blueprint for modernizing online state services to create a Colorado for all. This WIG focuses on the key strategies needed to build state capacity to better achieve the full vision of the plan over time. Successful completion of this goal will deliver better digital services to connect all Coloradans, expand opportunity, reduce poverty, and make government easy.

Strategies and activities to achieve WIG #4

Strategy 4.1: Implement improved constituent digital identity solutions

Activities:

- Create a presentation to explain what constituent digital identity is, how Colorado is doing in this area, and summarize options to move forward by Dec. 31, 2024.
- Initiate a project to complete discovery of the requirements needed to implement the Constituent Digital Identity Management Plan by March 31, 2025.
- Meet with agency partners to share the constituent digital identity information to assess interest and gather feedback by March 31, 2025.
- Incorporate feedback into a plan to improve constituent digital identity by June 30, 2025.

Strategy 4.2: Align interest for creating a unified digital resident experience based on stakeholder feedback

Activities:

- Work with the Governor's Office to create a plan to assess agency interest and buy-in for a unified digital resident experience by Dec. 31, 2024.
- Summarize feedback and interest and provide recommendations for next steps regarding a streamlined state digital experience by March 31, 2025.

Strategy 4.3: Test ideas to improve digital access to benefits with a set of specific services

Activities

- Colorado Digital Service will work with an agency partner to test ideas focused on improving benefits by September 30, 2024.
- Create a dashboard that outlines the end-to-end benefits journey, with data that drills down to digital touchpoints and correlates time-to-benefit by county by Dec. 30, 2024.
- Create a set of service standards that enable state teams to deliver high-quality digital services to their users by June 30, 2025.
- Lead efforts to move product teams to unifying strategies that reduce data duplication and deliver a unified, comprehensive state experience, starting with one benefits product by June 30, 2025.

Strategy 4.4: Mature state-wide product management practices

Activities:

- Colorado Digital Service will define product management (including the standard terms and roles and responsibilities) by Oct. 31, 2024.
- Create a Product Management Community of Practice (CoP) that meets regularly in order to share best practices, solve problems, and support Product Managers in their role by Dec. 31, 2024.
- Create Product Management training to support outcomes-led product teams within agencies by March 30, 2025.
- Assign the Product Management training to all product leads by June 30, 2025.
- With feedback from the CoP, create a common path for product teams to develop user feedback loops, reach out to participants, and equitably fund participants for their time by Dec. 31, 2025.

Lead measures for WIG 4

- **myColorado registered users:** Increase the number of registered users for the myColorado app from 1.4M to 1.75M by June 30, 2025.
- **myColorado active users:** Increase the percent of total myColorado mobile app registered users that have used the app in the past 30 days from 31% to 35% by June 30, 2025.

WIG #5: Improve Technology Accessibility

WIG #5: Increase the percent of IT Accessibility Adoption Plans implemented across the consolidated agencies to operationalize accessibility, from 85% to 100% by June 30, 2026.

Why it matters

As 20% of Colorado's population lives with a disability, access to government services is a significant problem and one that has unfortunately existed for many years. HB21-1110 (codified in C.R.S. 24-85-103) set several requirements to address inaccessible digital products so that all Coloradans are afforded the opportunity to easily access state-provided services and information. One requirement is that all state agencies create an IT Accessibility Adoption Plan to test and remediate websites and applications that do not meet WCAG 2.1 standards. OIT's Technology Accessibility Program (TAP) is tasked with supporting state agencies with implementing their plans and to provide guidance in core areas such as governance, procurement, skills and training, communications and support, accommodations, and evaluation so that accessibility becomes part of their standard operations. The State has invested funding to support OIT and agencies in implementing their plans. In addition to assisting state agencies, OIT must implement its own plan and operationalize accessibility for our employees and for all those who use our websites or the services we provide, whether directly to Coloradans or to the agencies, and to reduce or prevent inaccessible technology and additional tech debt moving forward.

Strategies and activities to achieve WIG #5

Strategy 5.1: Implement OIT's IT Accessibility Adoption Plan including testing and remediation

Activities:

- For any content that is not accessible, create the accommodations plan and undue burden documentation (per the accessibility rule) by Dec. 31, 2024.
- Get accessibility compliance reports loaded into ServiceHub Business Applications by July 1, 2025.
- Create a procedure regarding process and expectations to test and remediate sites and applications on an ongoing basis by July 31, 2026.

Lead measures for WIG 5

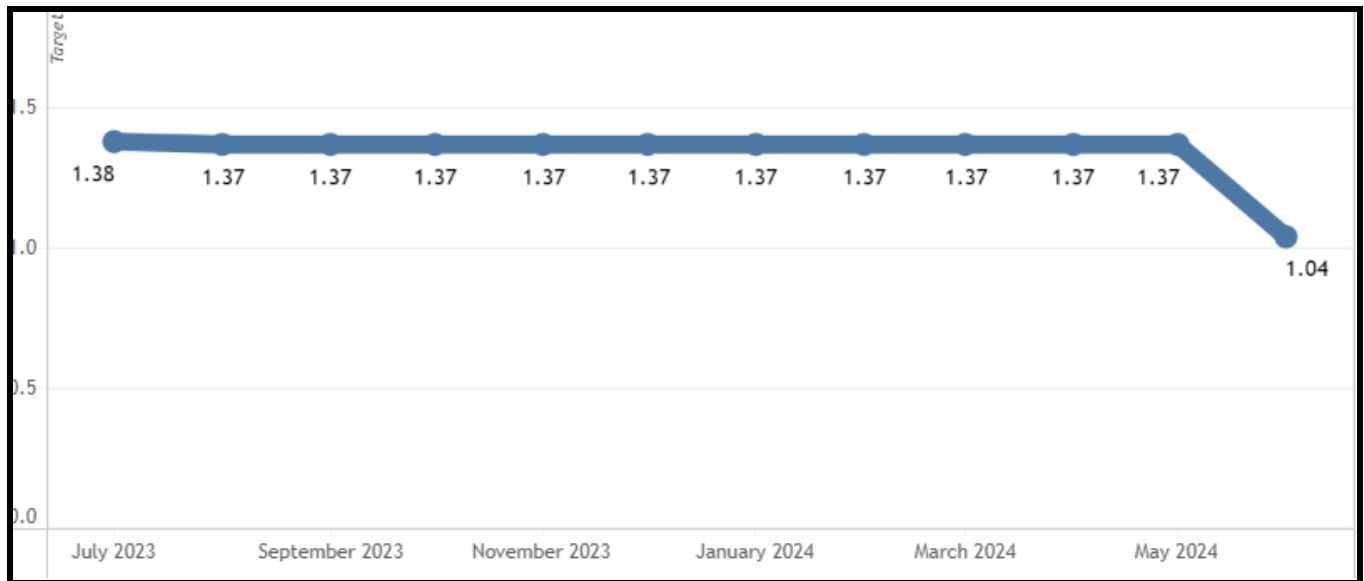
- **Average Accessibility Score:** Maintain an average score for all OIT websites (using Siteimprove) above 86.4 (the government benchmark) by June 30, 2025.
- **OIT Accessibility Adoption Plan completion:** Increase the percent of OIT's IT Accessibility Adoption Plan implemented to operationalize accessibility from 85% to 100% by June 30, 2025.
- **Accessibility information in ServiceHub:** Increase the percentage of applications that have accessibility documentation in the Business Applications ServiceHub module from the 1% to 80% by June 30, 2025.

FY 2023-24 Performance Summary

View more via [Governor Polis' Dashboard](#) and the [OIT Strategic Plan Dashboard](#)

FY24 WIG #1 - Transform Technology in the State

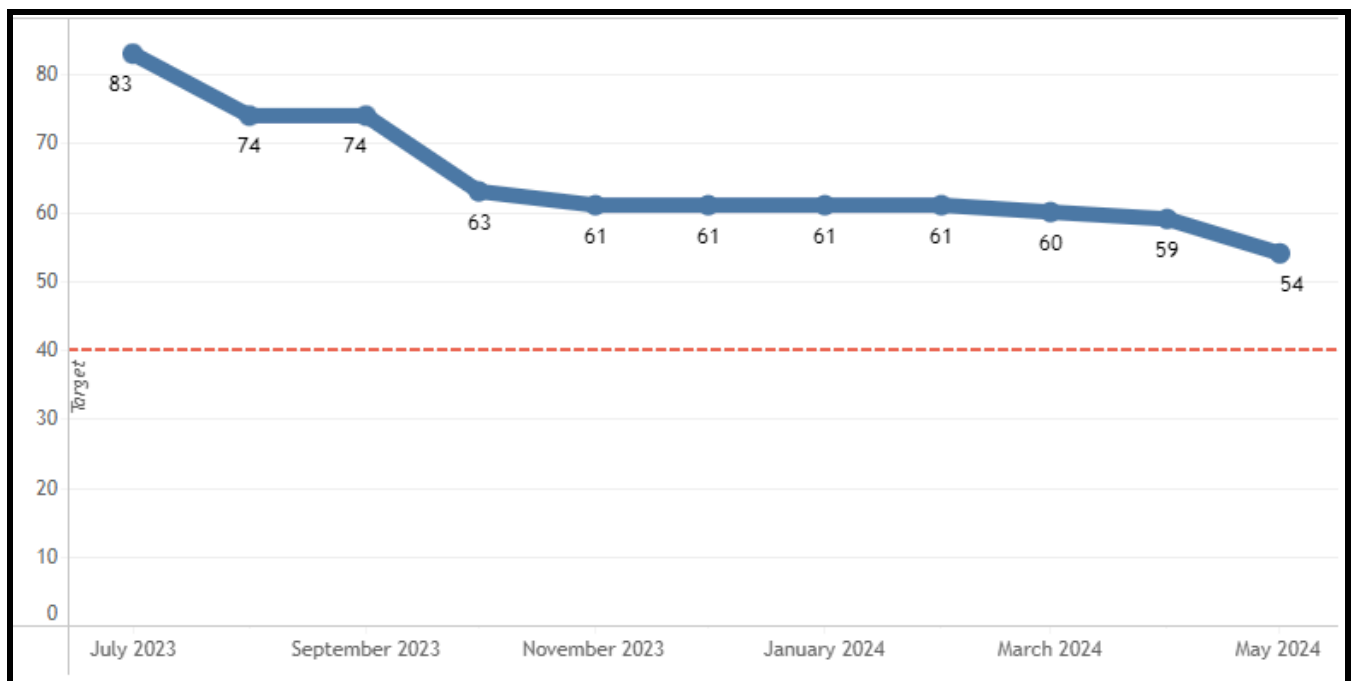
Measured by increasing the overall agency tech health scores (Grade Point Average, GPA) from 1.38 (C-) to 1.88 (C) by June 30, 2024.



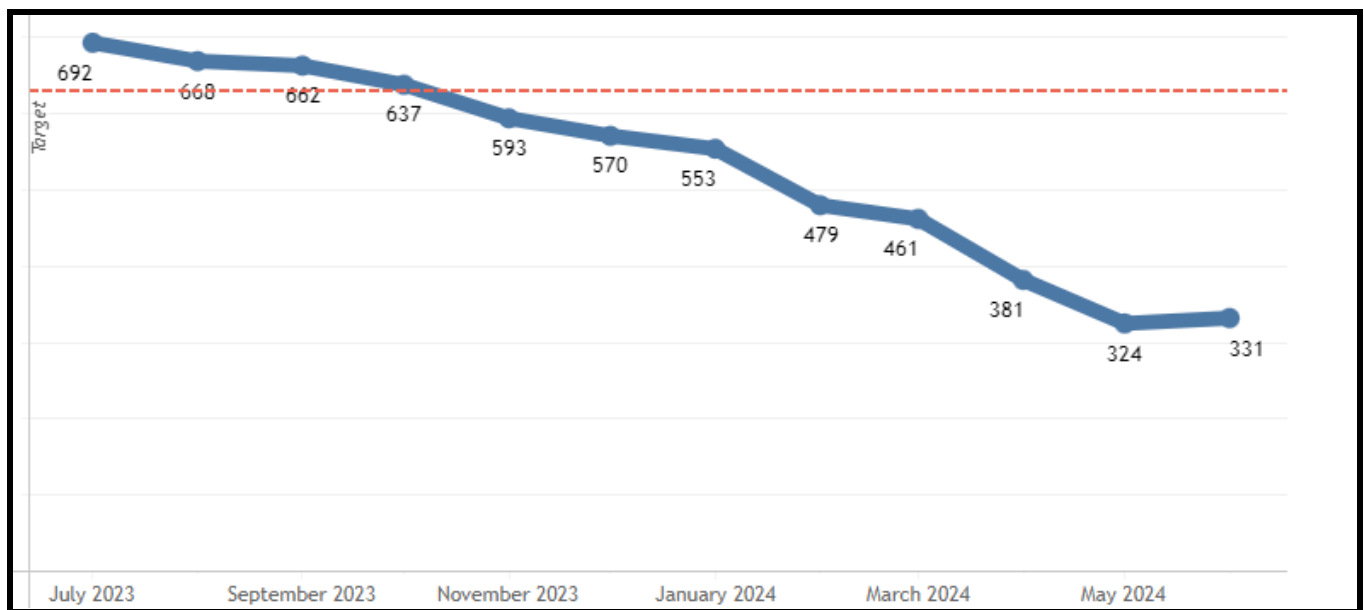
- **Measures:** Baseline = 1.38 (C-), Q1 through Q3 = 1.37, Q4 = 1.04
- **Goal was not achieved.**
- **Details:** The state-wide tech health score decreased from 1.37 (C-) to 1.04 (D+). The decrease is due to several applications being added in 2024.

Lead measures for FY24 WIG 1

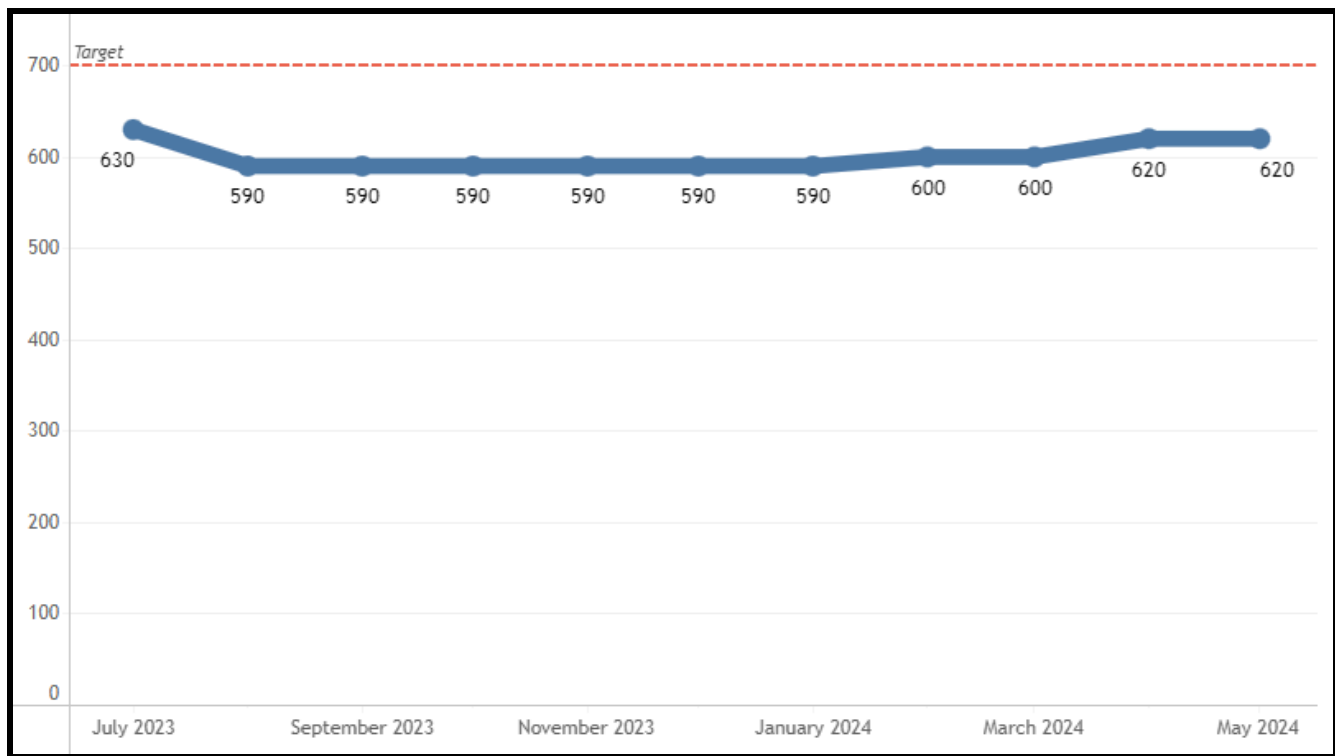
- Decrease the number of computing racks located in eFORT Data Center from 83 to 40 racks (50% reduction) by June 30, 2024 by utilizing cloud smart initiatives and relocating physical systems.



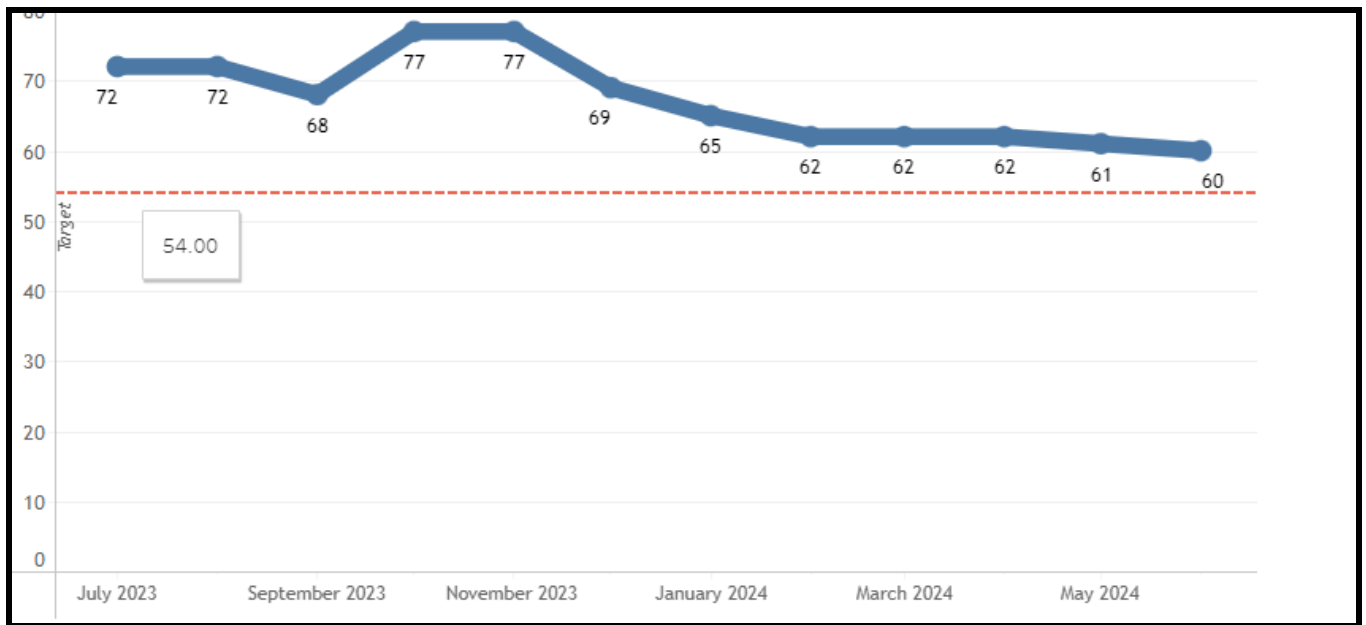
- **Measures:** Baseline = 83, Q1 = 74, Q2 = 61, Q3 = 60, and Q4 = 54.
- **Goal was not achieved.**
- **Details:** The rack count was reduced significantly (to 54) due to successful migrations, and there are now only five agencies left to migrate.
- Decrease the number of servers that are out of date (2012 or older) from 779 to 629 by June 30, 2024.



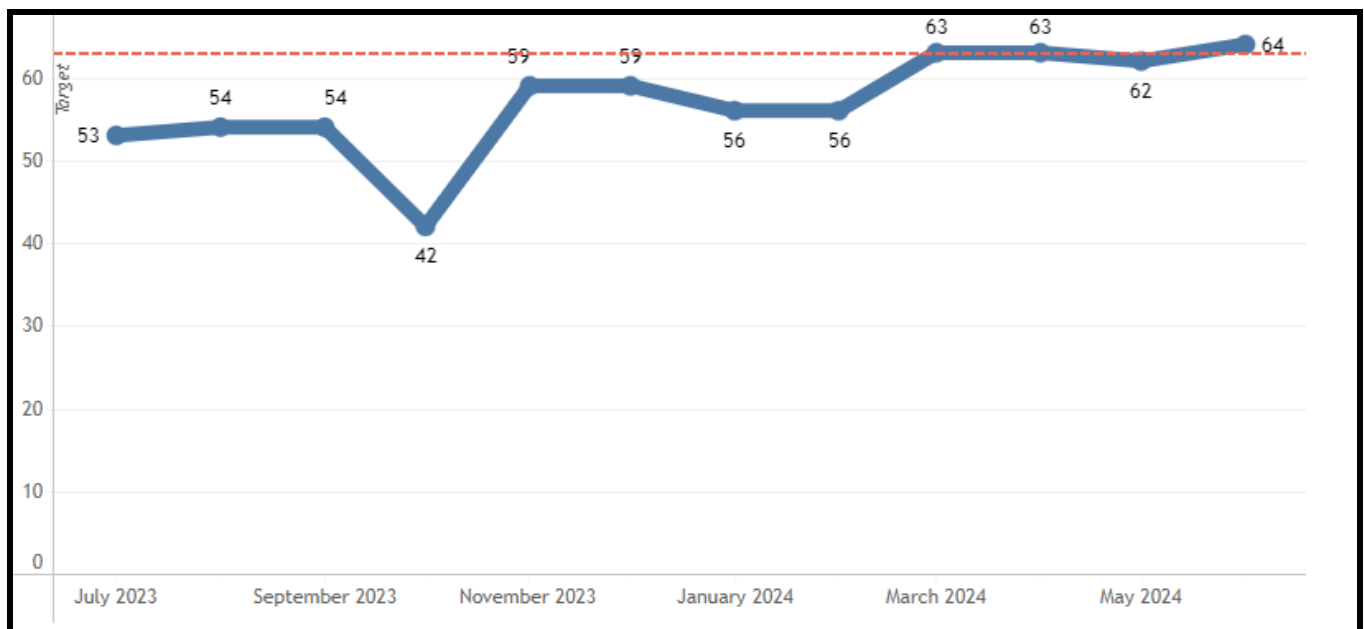
- **Measures:** Baseline = 779, Q1 = 662, Q2 = 570, Q3 = 461, Q4 = 331.
- **Goal was achieved.**
- **Details:** The target was met in the second quarter and the number of out-of-date servers were reduced by over 50%.
- Increase the State of Colorado's cybersecurity score (which is measured by a third party) from 620 to 700 by June 30, 2024.



- **Measures:** Baseline = 620, Q1 and Q2 = 590, Q3 = 600, Q4 = 620.
 - **Goal was not achieved.**
 - **Details:** The state's security score, as measured by our vendor, remained at 620 out of 900 due to a cyber event; it takes multiple months to recover from a cyber event.
- Decrease the number of Office of the State Auditor (OSA) active audit findings from 72 to 54 (25% reduction) by June 30, 2024.



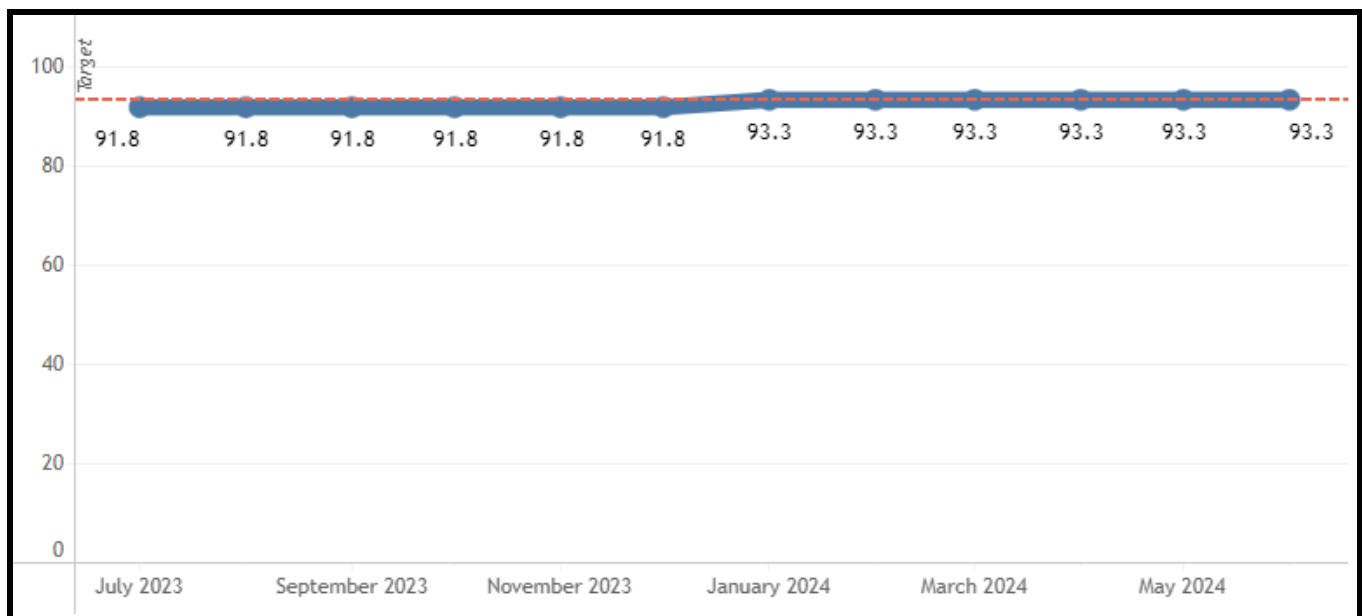
- **Measures:** Baseline = 72, Q1 = 68, Q2 = 69, Q3 = 62, Q4 = 60.
 - **Goal was not achieved.**
 - **Details:** We continue to address the OSA audit findings through multiple projects.
- Decrease the number of active security configuration exceptions from 70 to 63 (10% reduction) by June 30, 2024 in order to reduce risk.



- **Measures:** Baseline = 70, Q1 = 54, Q2 = 59, Q3 = 63 and Q4 = 64.
- **Goal was achieved.**
- **Details:** The number of active security configuration exceptions were at 64 by Q4 due to several new, approved security exceptions. This number fluctuates as new systems are introduced and findings are remediated on an ongoing basis.

FY24 WIG #2 - Expand Broadband Internet Access

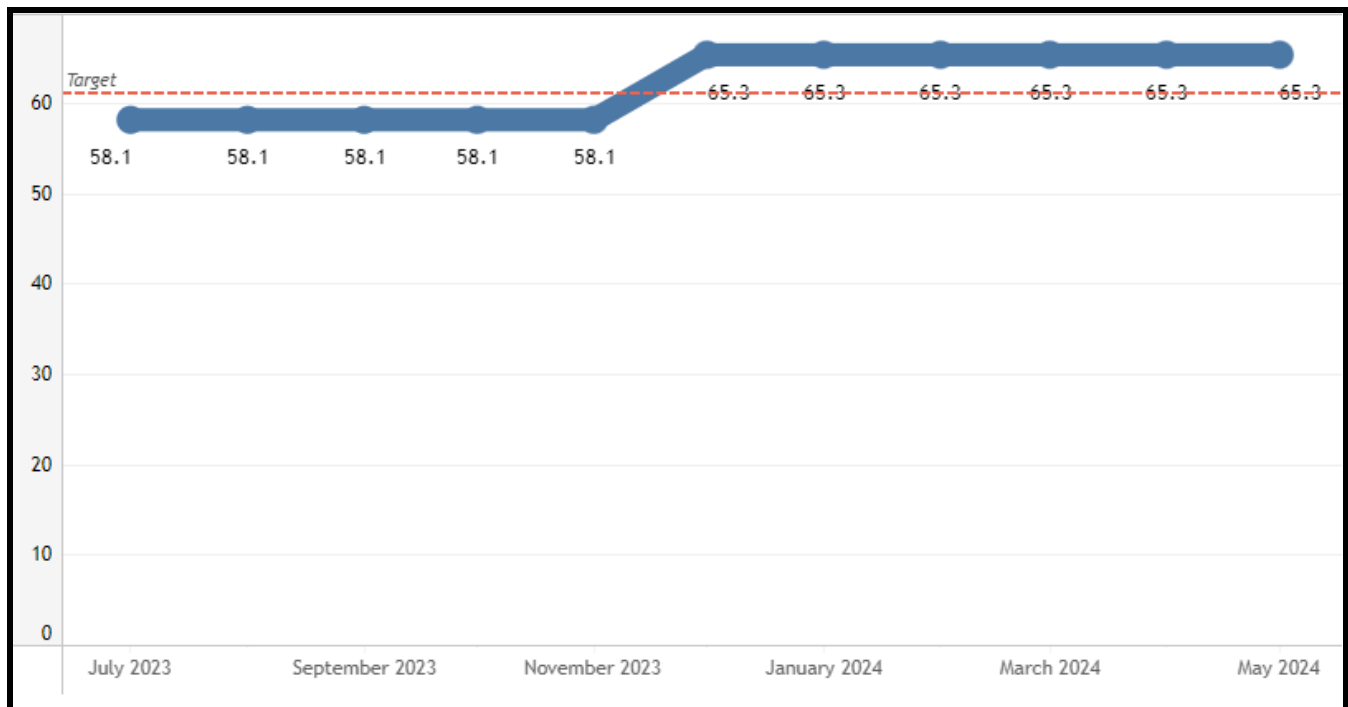
Measured by increasing the percent of Colorado households with access to reliable broadband internet (minimum 100/20 Mbps) from 91.8% to 93.3% by June 30, 2024.



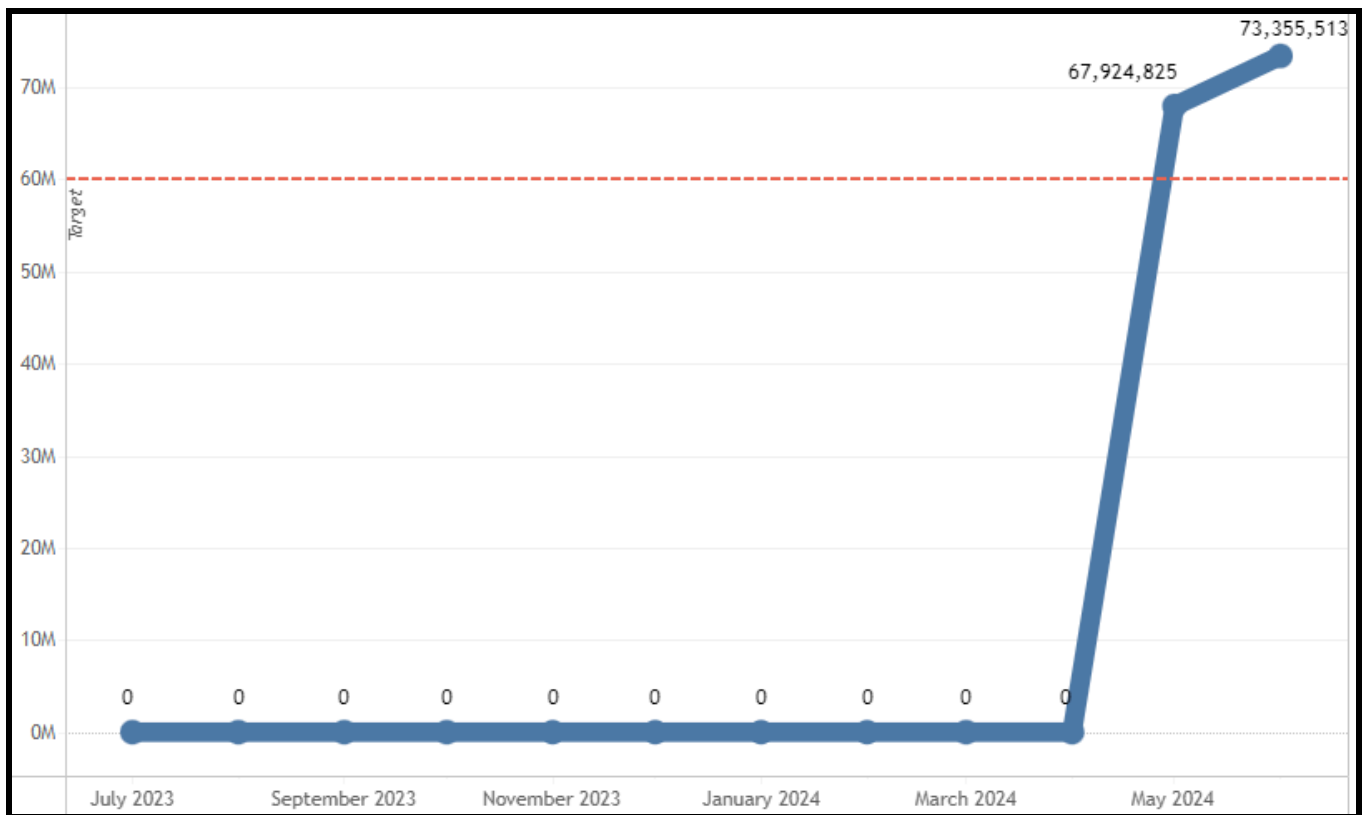
- **Measures:** Baseline through Q2 = 91.8%, Q3 through Q4 = 93.3%
- **Goal was achieved.**
- **Details:** The target was met halfway through the year. The data is updated twice a year based on data collected from Internet Service Providers (ISPs) and the Federal Communications Commission Broadband Data Collection.

Lead measures for FY24 WIG 2

- Increase broadband access (minimum 100/20) for rural households from 58.1% to 61.1% by June 30, 2024.

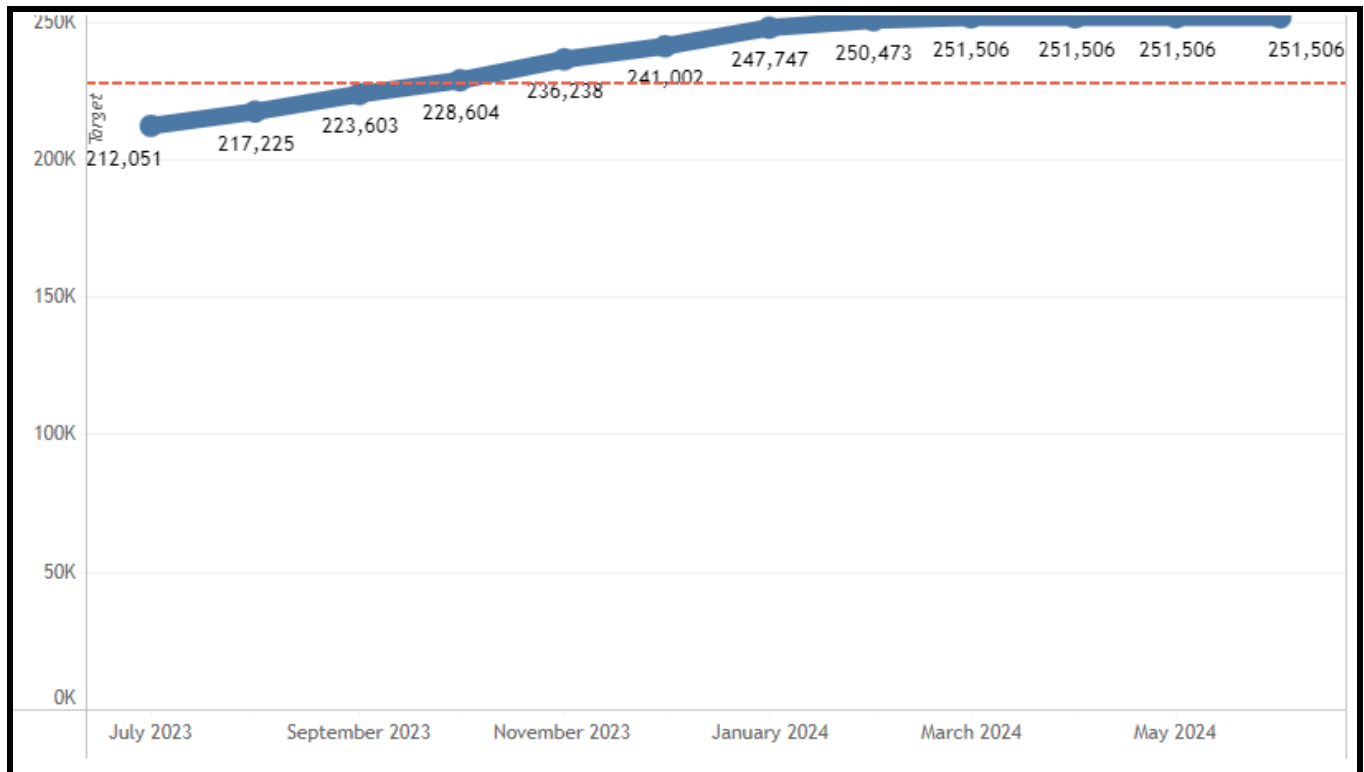


- **Measures:** Baseline = 58.1%, Q1 = 58.1%, Q2 through Q4 = 65.3%.
- **Goal was achieved.**
- **Details:** Connecting rural households is part of addressing the digital divide and ensuring that broadband infrastructure is in place in harder-to-reach areas of the state.
- Increase investment into last mile infrastructure from \$0 to \$60,000,000 by June 30, 2024, on the way to \$162,214,090 by Dec. 31, 2024.



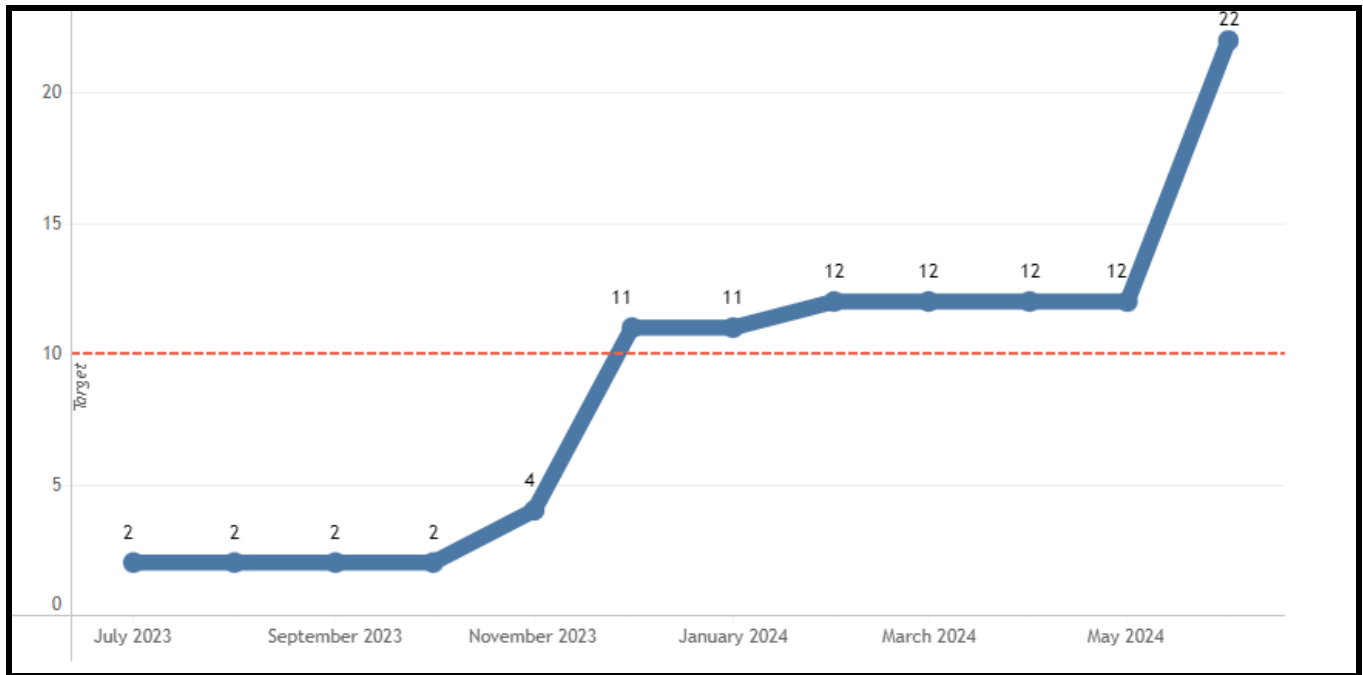
- **Measures:** Baseline through Q3 = \$0, Q4 = \$73.3M
- **Goal was achieved.**
- **Details:** The Colorado Broadband Office executed eight Capital Project Fund (CPF) grant agreements with awarded subrecipients. \$73,355,513 in funding has been obligated (target met).

- Increase the number of Coloradans participating in the Affordable Connectivity Plan (ACP) from 211,000 to 227,400 by June 30, 2024.



- **Measures:** Baseline = 211,000, Q1 = 223,603, Q2 = 241,002, Q3 and Q4 = 251,506.
- **Goal was achieved.**
- **Details:** The goal was reached in October 2023. A total of 251,506 households enrolled in the ACP before the ACP subsidies ended in May 2024.

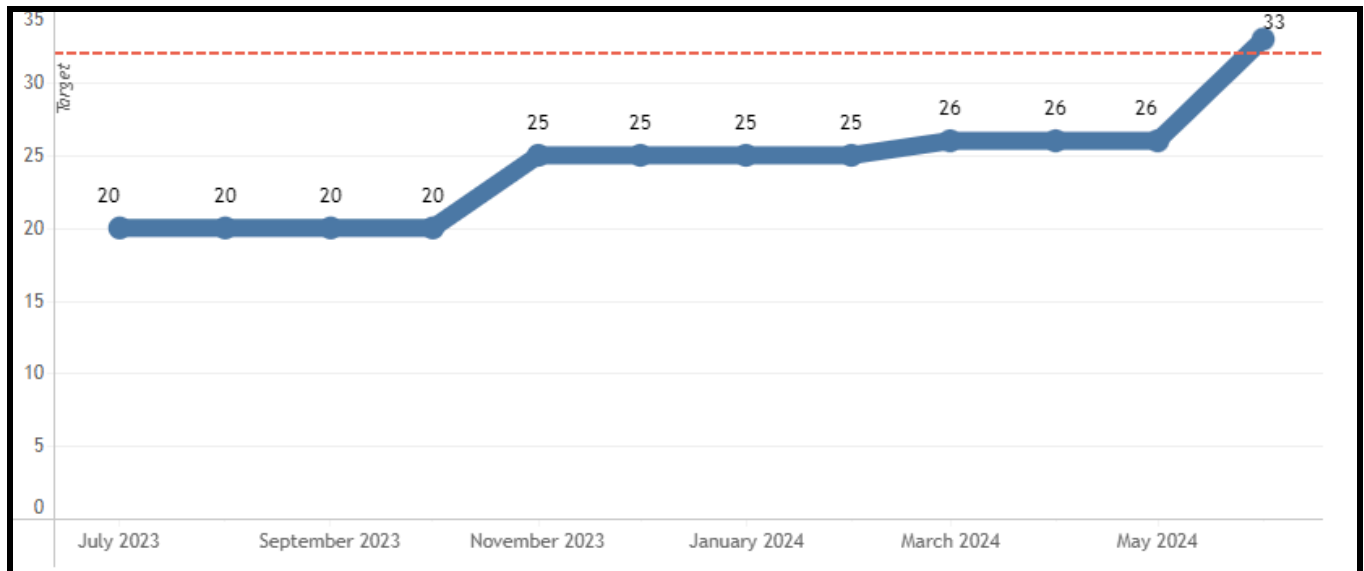
- Conduct at least 10 community and industry stakeholder engagements by June 30, 2024.



- **Measures:** Baseline = 0, Q1 = 2, Q2 = 11, Q3 & Q4 = 22.
- **Goal was achieved.**
- **Details:** The Colorado Broadband Office conducted 22 regional, local and statewide stakeholder engagements during the fiscal year, including the annual roadshow.

FY24 WIG #3 - Advance Digital Government Services

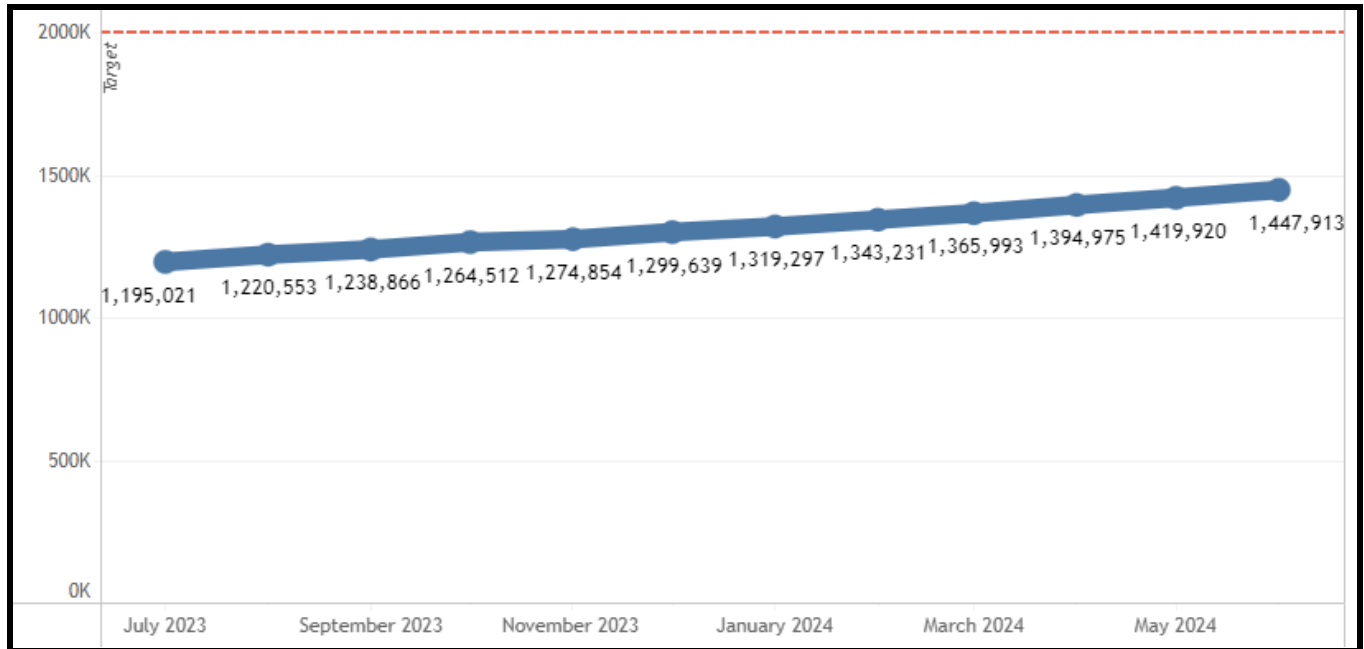
Measured by increasing the percentage of the Digital Government Strategic Plan that is completed from 20% to 32% by June 30, 2024.



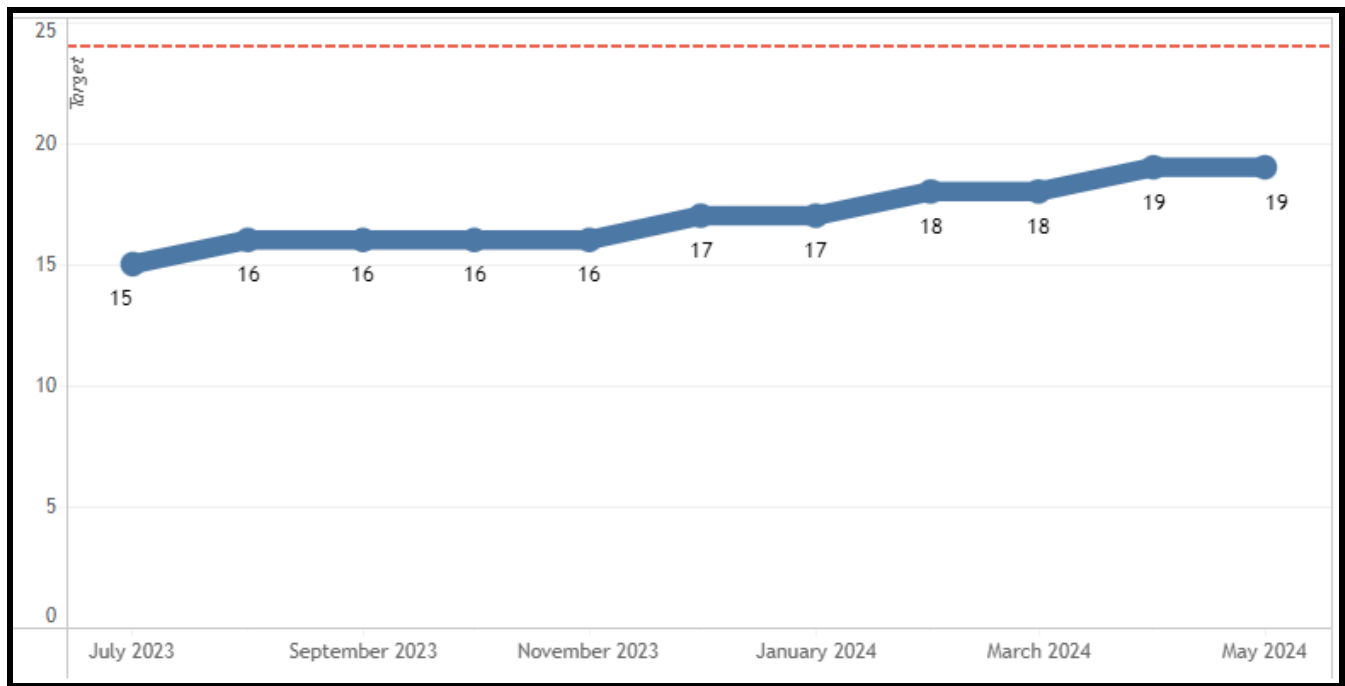
- **Measures:** Baseline = 20%, Q1 = 20%, Q2 = 25%, Q3 = 26%, Q4 = 33%.
- **Goal was achieved.**
- **Details:** The Digital Government Strategic Plan completion is at 33%. Activities completed include implementing an updated Customer Portal, hiring a person to focus on the digital government plan, improving operational demand management, creating an omnichannel product roadmap, implementing a data cataloging system, expanding the data interoperability framework, and maturing the Data Office data governance processes.

Lead measures for FY24 WIG 3

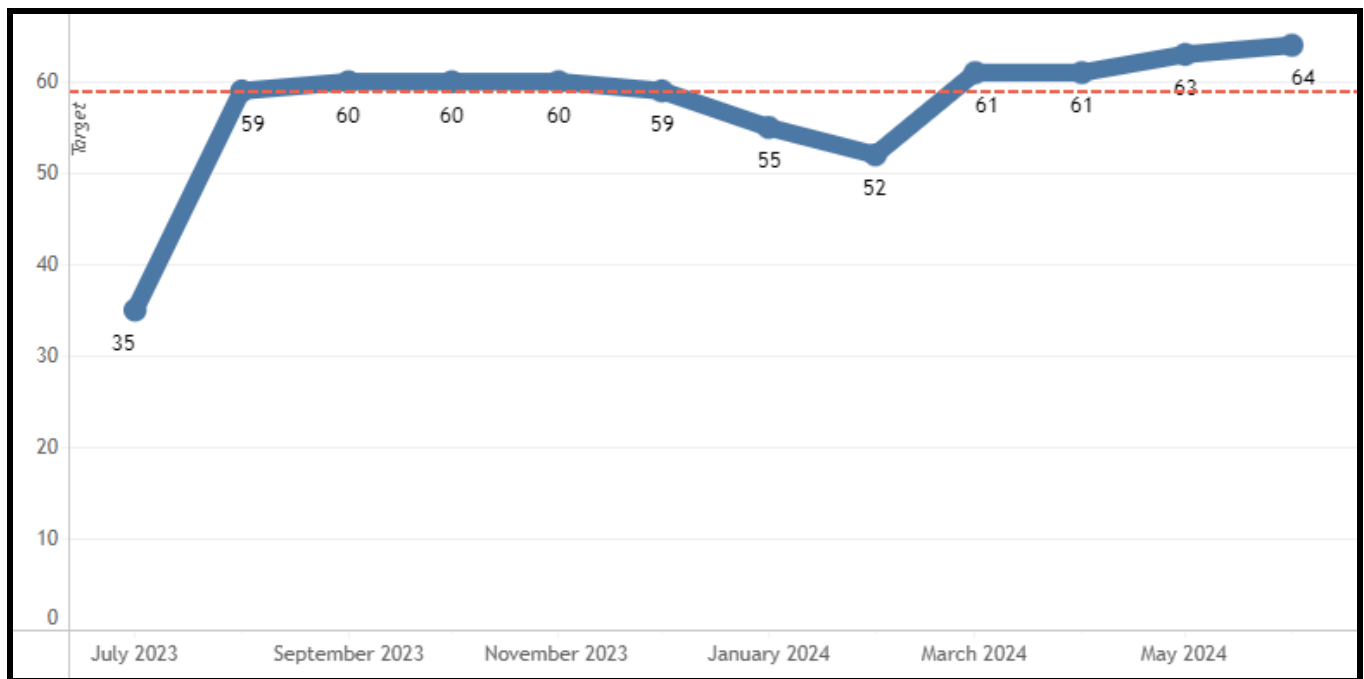
- Increase the number of people using the myColorado application from 1,170,000 to 2,000,000 by June 30, 2024.



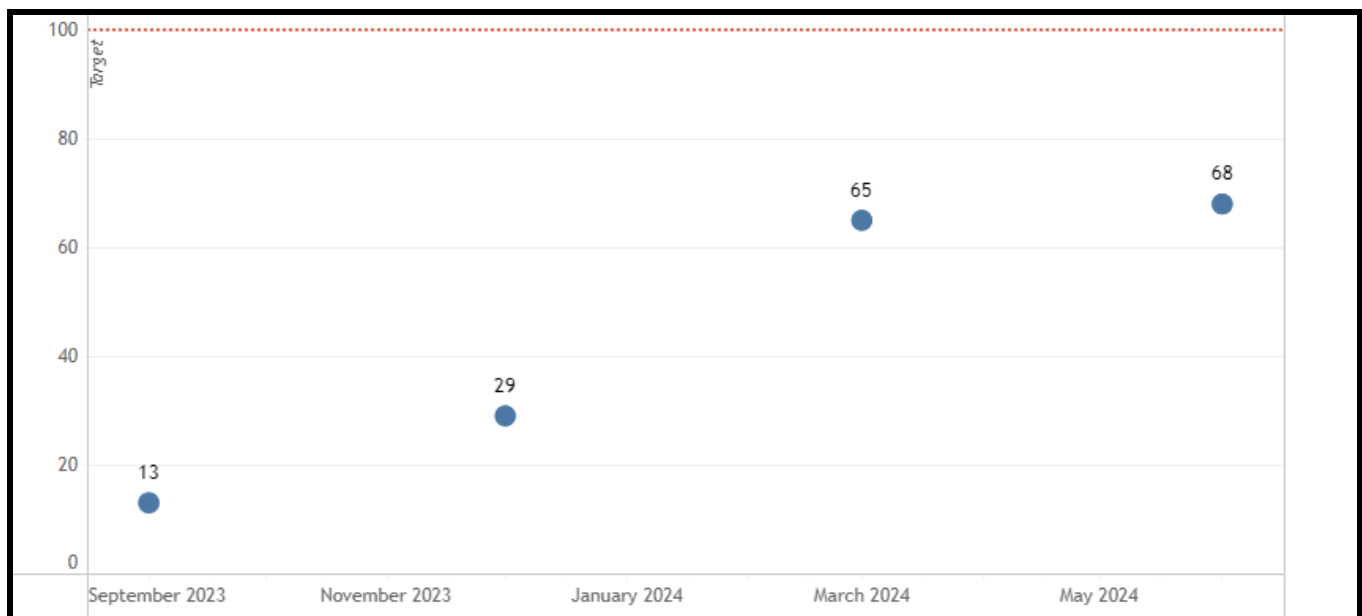
- **Measures:** Baseline = 1.17M, Q1 = 1.24M, Q2 = 1.30M, Q3 = 1.36M, Q4 = 1.45M
 - **Goal was not achieved.**
 - **Details:** Growth in the use of the myColorado application has been steady all year. There are 1.45M registered users with anticipated continued growth.
- Increase the number of state services using an omnichannel approach (an approach that provides a seamless and unified customer experience regardless of the technology behind the service) from 15 to 24 by June 30, 2024.



- **Measures:** Baseline = 15, Q1 = 16, Q2 = 17, Q3 = 18, Q4 = 19
- **Goal was not achieved.**
- **Details:** There were four new instances of agencies using omnichannel capabilities this past year, and work continues to add additional services.
- Increase the percentage of Application Programming Interfaces (APIs; a software interface that allow applications to communicate) that conform to governance standards from 35% to 59% by June 30, 2024.



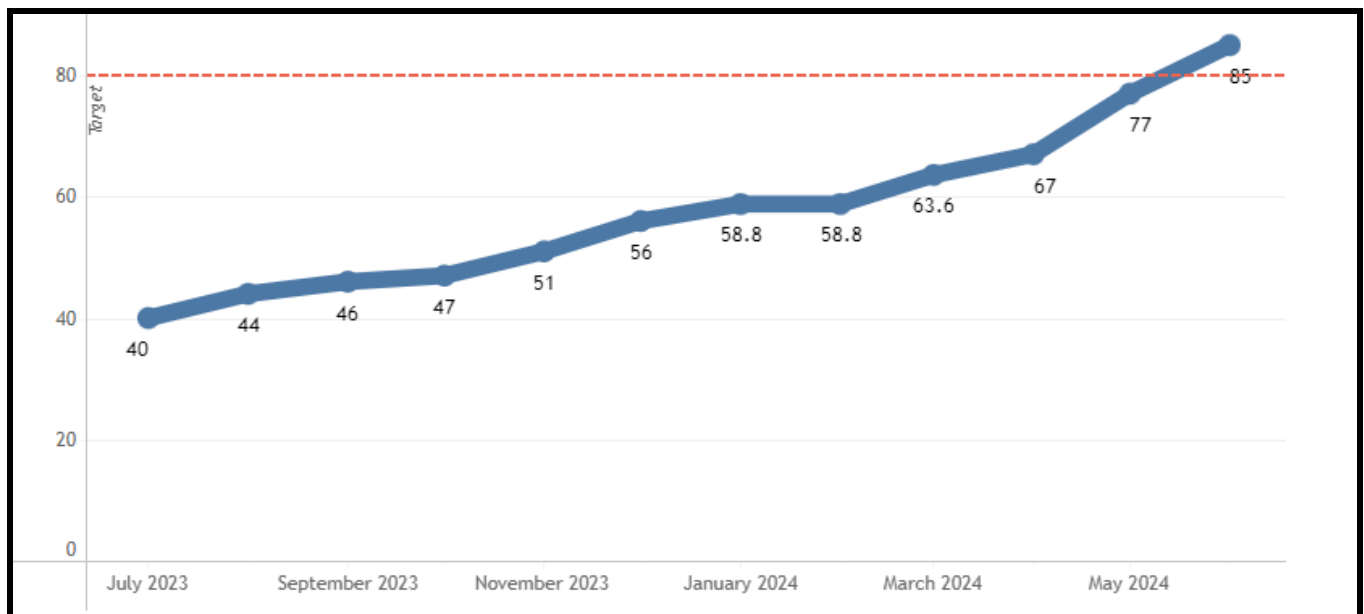
- **Measures:** Baseline = 35%, Q1 = 60%, Q2 = 59%, Q3 = 61%, Q4 = 64%
 - **Goal was achieved.**
 - **Details:** Though the metric fluctuated a bit as new systems were added, we met the target in March 2024.
- Increase the percent of OIT technical standards that have been updated or reviewed annually to 100% by June 30, 2024.



- **Measures:** Baseline = 13%, Q1 = 13%, Q2 = 29%, Q3 = 65%, Q4 = 68%
- **Goal was not achieved.**
- **Details:** The percentage of technical standards that were updated rose considerably this past year, and improved processes have been put in place to update and maintain the standards moving forward.

FY24 WIG #4 - Improve Technology Accessibility

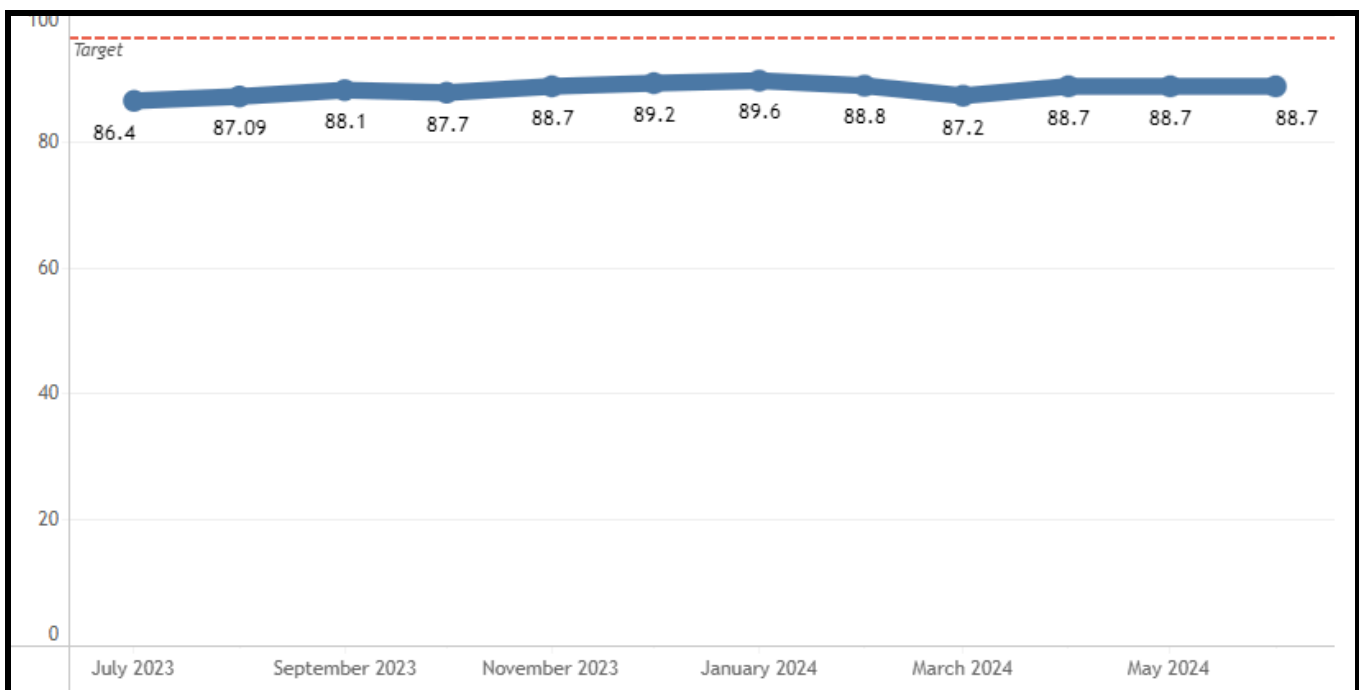
Measured by Increasing the percent of IT Accessibility Adoption Plans completed across the consolidated agencies to operationalize accessibility, from 37% to 80% by June 30, 2024



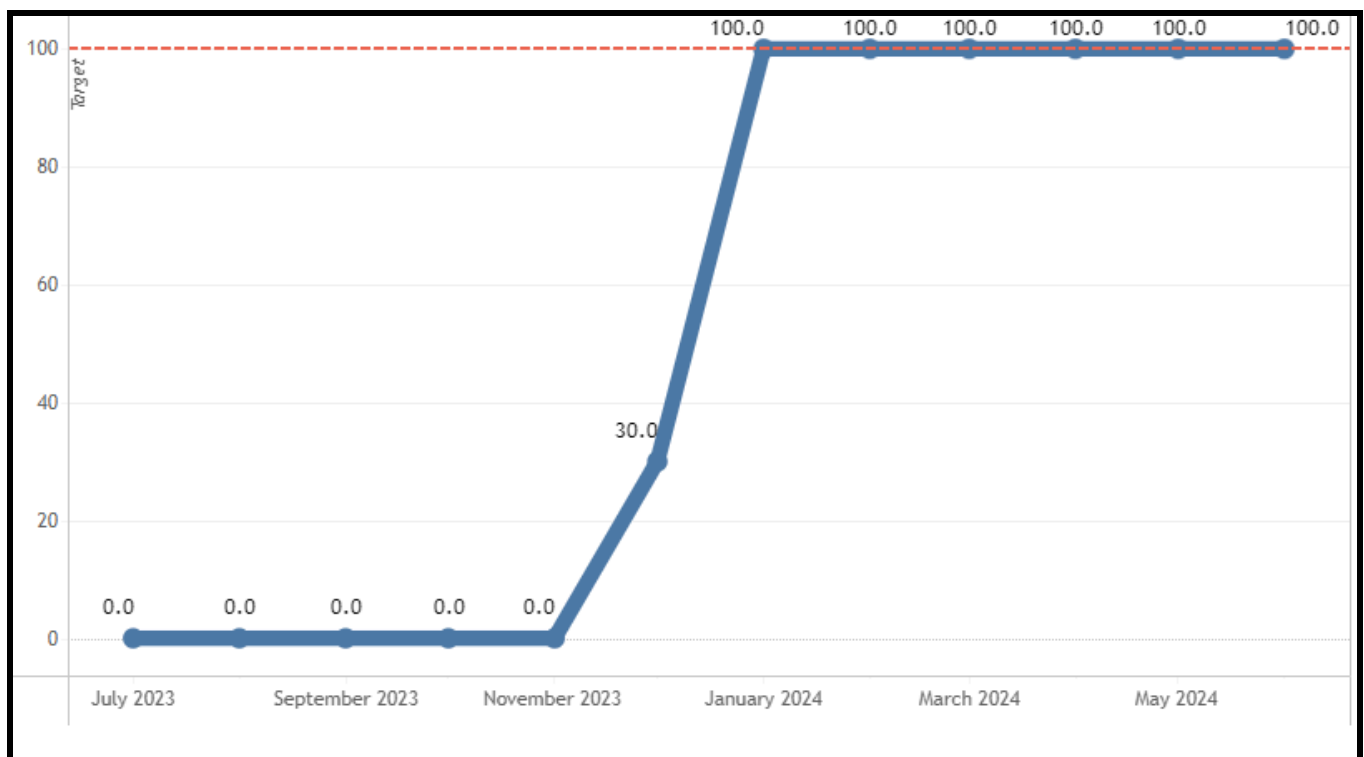
- **Measures:** Baseline = 37%, Q1 = 46%, Q2 = 56%, Q3 = 63.6%, Q4 = 85%
- **Goal was achieved.**
- **Details:** There has been significant improvement across all agencies implementing their IT Accessibility Adoption Plans, with completion ranging from 52% to 92% across the consolidated agencies.

Lead measures for FY24 WIG 4

- Increase the average score for all OIT websites (using Siteimprove) from 90 to 96.5 (which is the industry benchmark) by June 30, 2024.

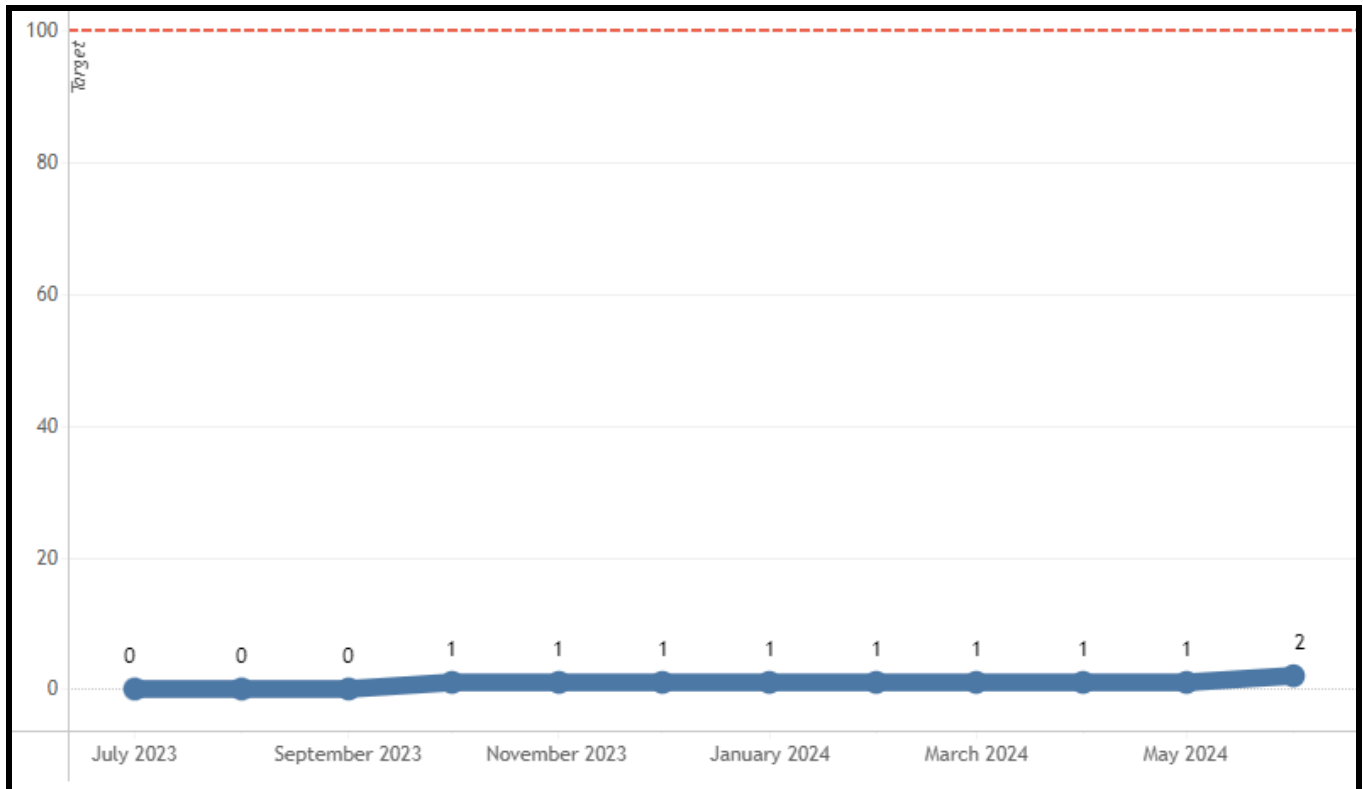


- **Measures:** Baseline = 90, Q1 = 88.1, Q2 = 89.2, Q3 = 87.2, Q4 = 88.7
 - **Goal was not achieved.**
 - **Details:** Regular meetings with web administrators are ongoing to address accessibility issues, and website remediation is taking place. While the 88.7 score does not meet the industry standard (96.5), it is above the government standard of 86.4.
- Increase the percent of OIT websites that have completed manual testing from 0 to 100% by June 30, 2024.



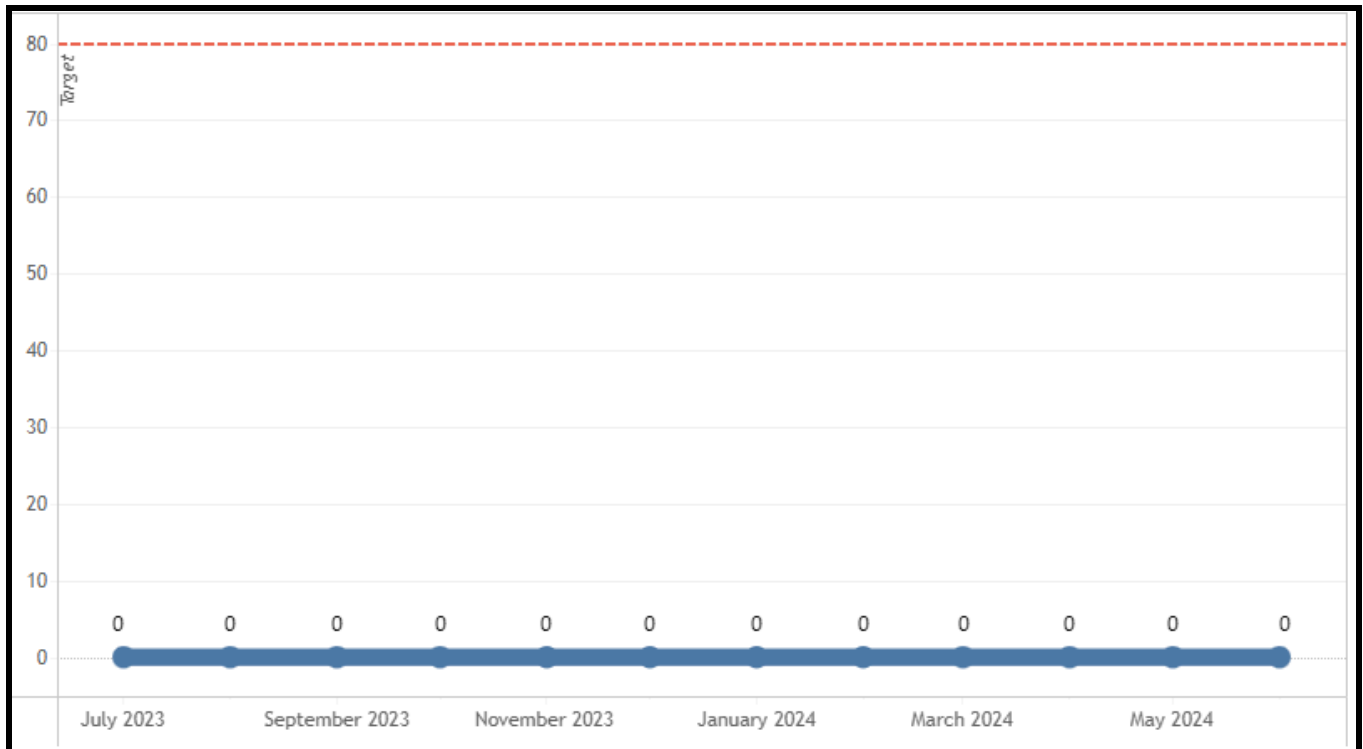
- **Measures:** Baseline through Q1 = 0%, Q2 = 30%, Q3 and Q4 = 100%
- **Goal was achieved.**
- **Details:** All OIT websites have been manually tested, and web administrators are working to remediate issues found during testing.

- Increase the percent of OIT high priority (high use and critical need) applications that have been manually tested from 0% to 100% by June 30, 2024.

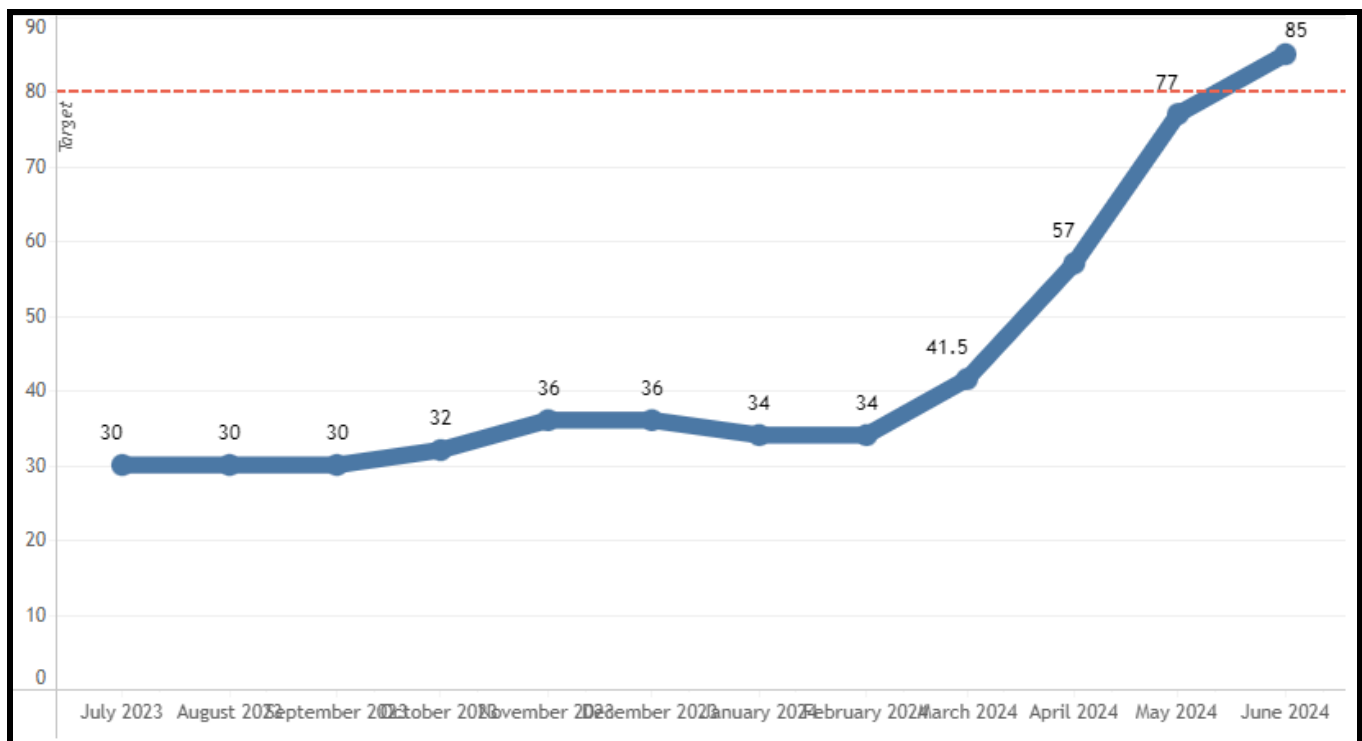


- **Measures:** Baseline through Q1 = 0%, Q2 and Q3 = 1%, Q4 = 2%
- **Goal was not achieved.**
- **Details:** Remediation testing did not hit the target as there were delays with the process to determine the high priority applications. Though vendors are engaged to begin manual testing of applications, the work will not be fully completed by the end of the fiscal year.

- Increase the percent of OIT high priority (high use and critical need) applications that have completed accessibility remediation from 0% to 80% by June 30, 2024.



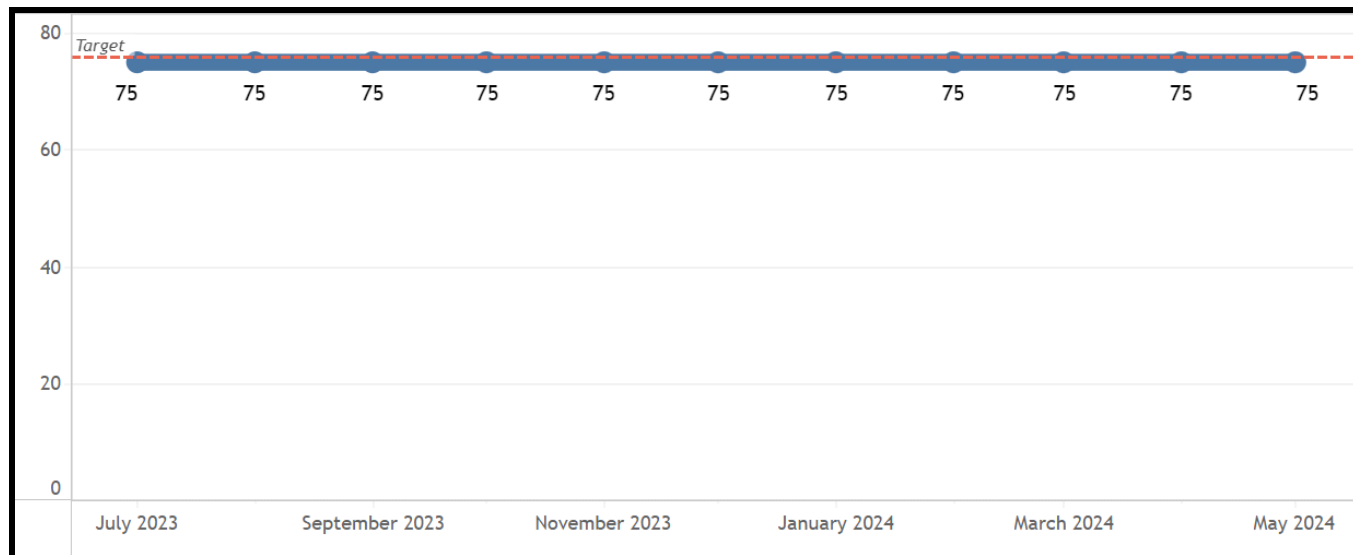
- **Measures:** Baseline through Q4 = 0%.
 - **Goal was not achieved.**
 - **Details:** Applications will be remediated after the manual testing, which is scheduled to be completed in early FY25.
- Increase the percent of OIT's IT Accessibility Adoption Plan completed from 30% to 80% by June 30, 2024.



- **Measures:** Baseline = 30%, Q1 = 30%, Q2 = 36%, Q3 = 41.5%, Q4 = 85%.
- **Goal was achieved.**
- **Details:** After an impressive year, work continues to complete OIT's IT Accessibility Adoption Plan from 30 to 85% completion. Work continues with training, the accessibility statement and accommodations process, and website and application remediation.

FY24 WIG #5 - Increase Employee Engagement [OIT Internal WIG]

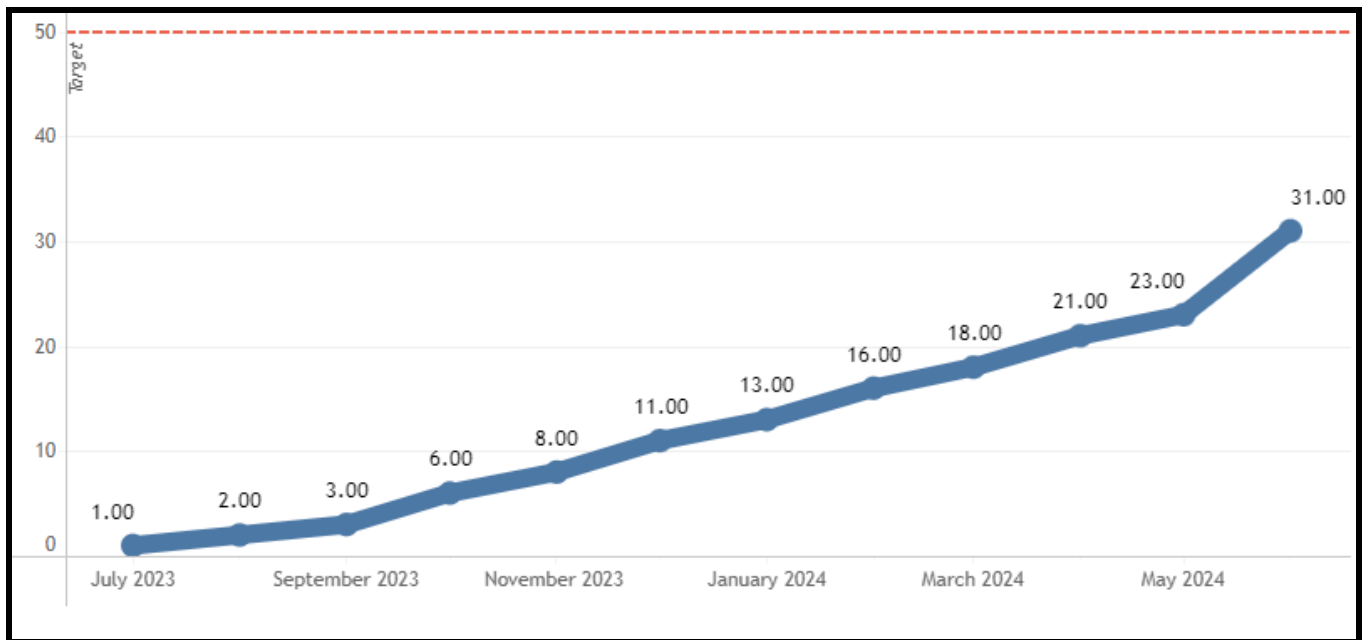
Measured by increasing OIT's Employee Engagement Index from 75% in 2021 to 76% by June 30, 2024.



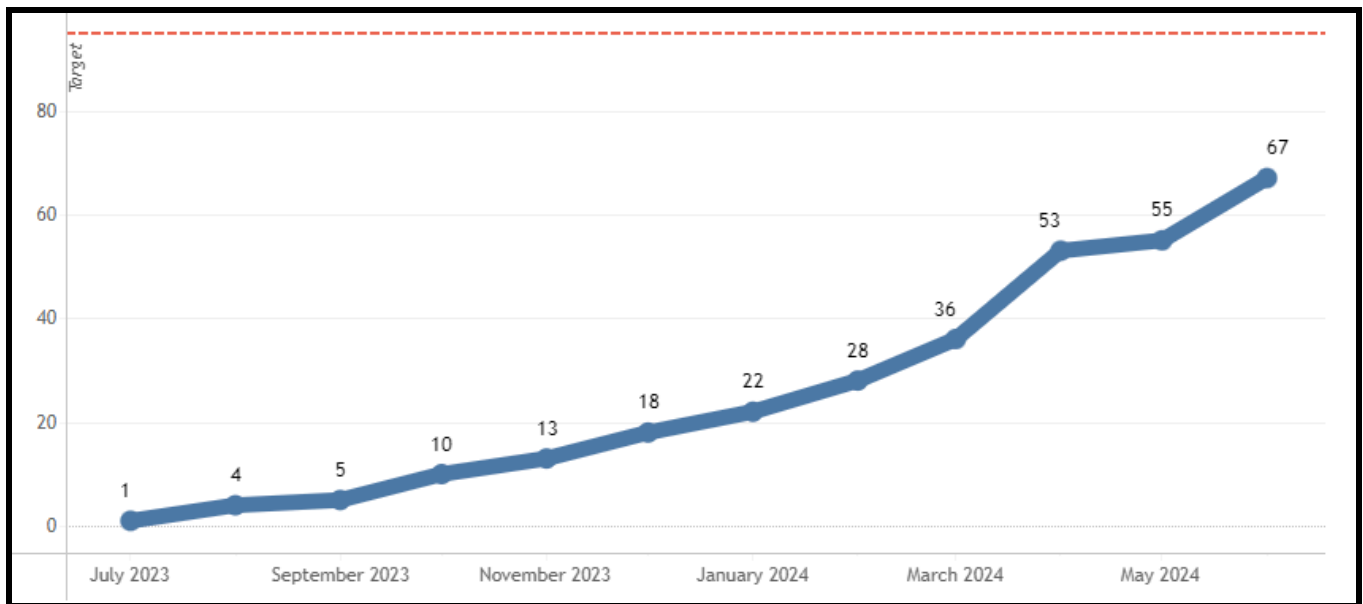
- **Measures:** Baseline through Q4 = 75%.
- **Goal was not achieved.**
- **Details:** OIT's Employee Engagement Index is measured via a biannual survey, which was deployed in May 2024. Updated data will not be available this fiscal year.

Lead measures for FY24 WIG 5

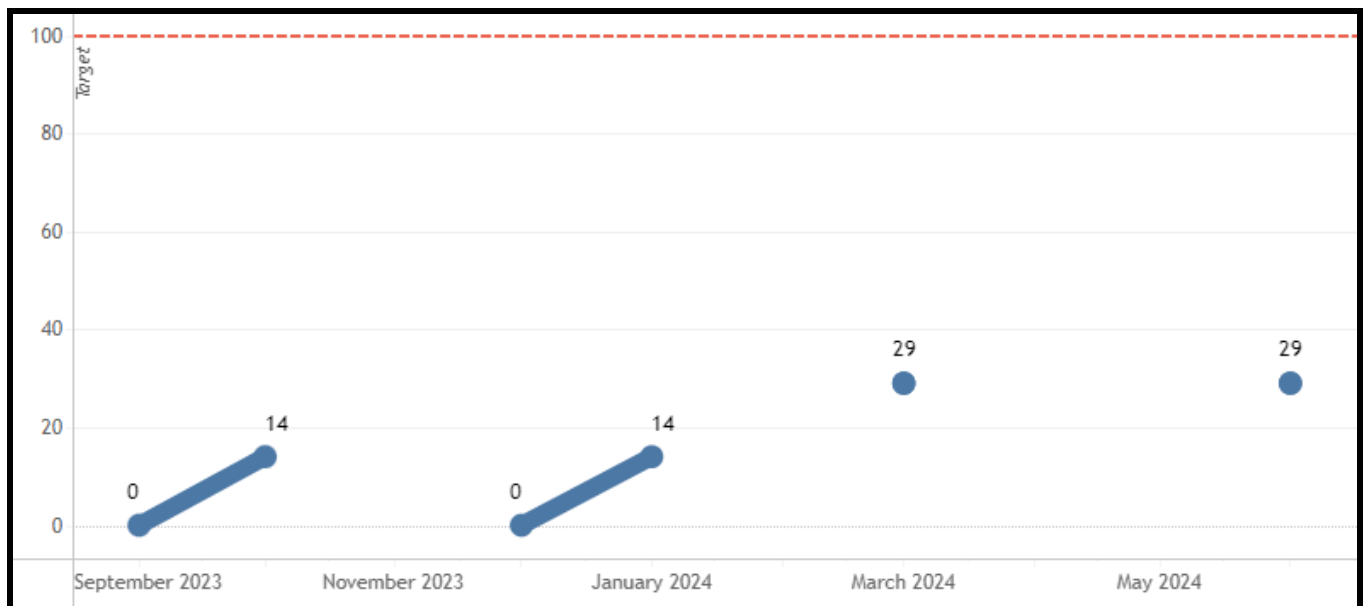
- Increase the percentage of staff who have cumulatively completed at least 36 hours of employee development from 10% to 50% by June 30, 2024.



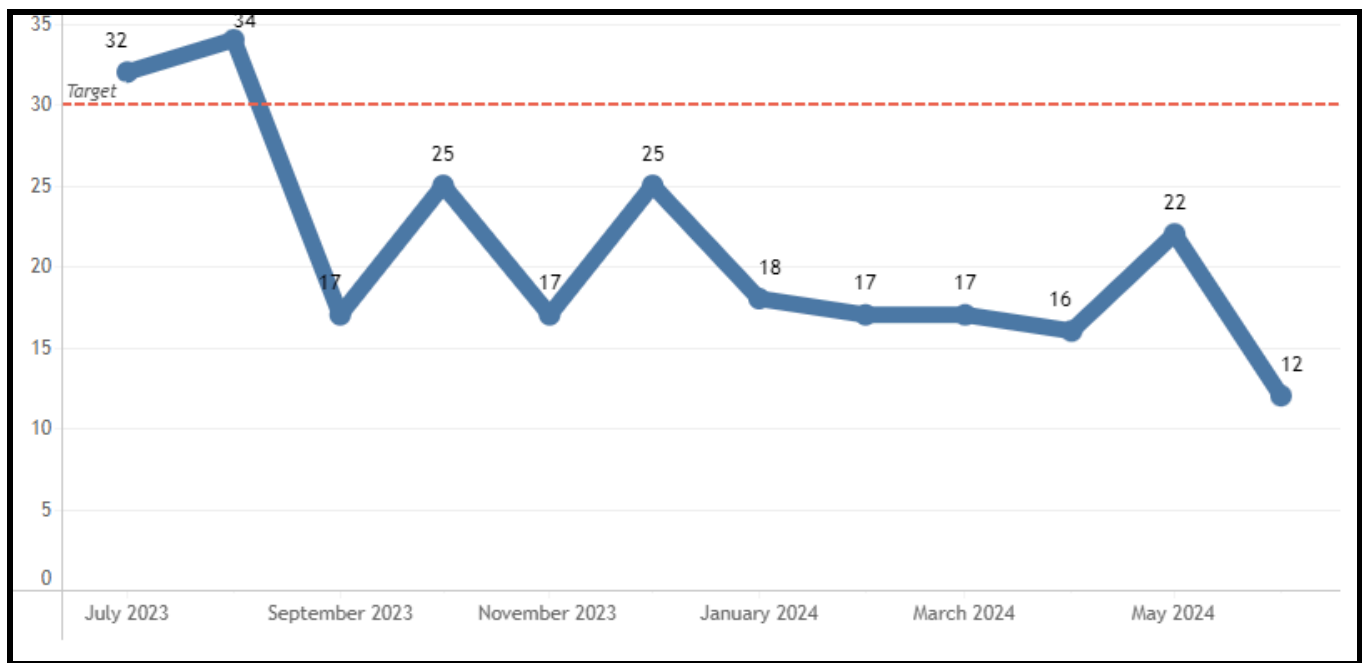
- **Measures:** Baseline = 10%, Q1 = 3%, Q2 = 11%, Q3 = 18%, Q4 = 31%
- **Goal was not achieved.**
- **Details:** OIT has promoted and funded employee training to support professional and personal development. One quarter of the staff are on track to hit the target of 36 hours of self-development in the fiscal year.
- Use 95% of the SEED (Skills Enhancement and Employee Development) program funding by June 30, 2024.



- **Measures:** Baseline = 0%, Q1 = 5%, Q2 = 18%, Q3 = 36%, Q4 = 67%
 - **Goal was not achieved.**
 - **Details:** The SEED funding was new for FY24, and though we did not achieve our target, more than half of OIT's employees (500+) took advantage of the unique training funds.
- Increase the percentage of OIT's seven Offices that have at least 20% of their people leaders attend the inclusive leadership coaching each quarter to 100%.



- **Measures:** Baseline = 0%, Q1 and Q2 = 0%, Q3 = 29%, Q4 = 29%.
- **Goal was not achieved.**
- **Details:** The EDI Team worked with external experts from Maktub Limitless to provide training on implicit bias in performance evaluations. 60 OIT managers attended this training. Attendance in the leadership coaching sessions continues to be a focus as new coaching opportunities are offered each quarter.
- Increase the percent of OIT employees recognized each month (as part of the HR employee recognition program) from 24.1% to 30% by June 30, 2024.



- **Measures:** Baseline = 24.1%, Q1 = 17%, Q2 = 25%, Q3 = 17%, Q4 = 12%.
- **Goal was not achieved.**
- **Details:** The percentage of employees being recognized varied during the fiscal year from a high of 34% to a low of 12%. Employee recognition is a key part of employee engagement and satisfaction and is encouraged across OIT.